



A Common PERSPECTIVE

USACOM Joint Warfighting Center's Newsletter

October 1998

Volume 6, No. 2

Defensive Information Operations

Protect/Defend Information & Information Systems/Decision Making Process

PROTECT

Information Assurance

RESTORE

DETECT



Authentication

Non-repudiation

Availability

Confidentiality

Integrity

RESPOND

IO Partners

OSD
Services
Congress
Joint Staff
Combatant Commands
Information Providers
Law Enforcement
Federal Agencies
DIA, DISA, NSA
Academia

Growing Threats

Hackers
Terrorists
Authorized Users
Foreign Countries
Economic Espionage
Industry Espionage
Organized Crime
Criminals
Insiders

FROM THE EDITOR

Greetings from the USACOM Joint Warfighting Center (USACOM JWFC). Though the name has changed, we are still engaged in updating the joint community on joint doctrine, training, future concepts, and modeling and simulations developments. We devoted this issue to two themes, "information operations" and "force protection." We had a difficult time in choosing which of the many articles submitted best illustrate the topics. However, those we included should provide a basis for thought and discussion throughout the community.

Numerous issues keep us very busy and the completed transition to USACOM culminates a summer of furious activity. We continue to support all the geographic combatant commanders in the conduct of training exercises and real world operations with our training and doctrine expertise. We are constantly improving our World Wide Web site (www.jwfc.js.mil) in an effort to provide current and useful information. A feature that we hope will gain acceptance and utility is the electronic version of A Common Perspective. Although we intend to continue printing hardcopies of our newsletter, the on-line version allows broad distribution and instant updating of changing information like the joint doctrine POCs. We anticipate numerous changes to our e-mail and Home Page addresses, so check the WWW site frequently. Also, this is the last issue featuring the JWFC masthead shown on the cover and page 3; a new USACOM JWFC masthead is in work.

Some issues in the headlines lately relate to defense of the homeland, multinational/combined operations, antiterrorism, theater missile defense, and interagency coordination. Current events require we continue to identify, define, and delineate guidance to joint force commanders who must cope with non-traditional situations and prepare their forces for operations which have departed the linear battlespace. Consequently, the focus has been directed to information operations and how we can leverage technology to provide a degree of force protection. Further, the issues mentioned above reach across national boundaries and military organizations, so closer

cooperation with our allies on multinational/combined doctrinal issues will be required.

Since our last newsletter, the long debate over JP 3-09, "Doctrine for Joint Fire Support," reached a culminating point and it was signed on 12 May 1998. JP 3-01, "Joint Doctrine for Countering Air and Missile Threats," now will be the focus of effort. JP 3-05, "Doctrine for Joint Special Operations," also was approved recently on 17 April 1998. The latest version of JP 1-02, "DOD Dictionary of Military and Associated Terms," has been placed on the Joint Electronic Library. Next in line should be JP 3-16, "Joint Doctrine for Multinational Operations," which will be out soon for a second final coordination. Finally, the first draft of JP 3-14, "Joint Doctrine for Space Operations," is scheduled for distribution in October 1998.

I must stress our need for your support in providing the latest information to the joint community. We continue to solicit your inputs, updates, and articles. Our next newsletter will focus on "defense of the homeland." This is a broad area with unlimited avenues to explore on how it may apply to the joint force. We want to know what you think about it. Submit your articles to us for publication. We welcome your thoughts and will help you share them with the joint community.

Al Bougard, CDR, USN
Executive Editor

Josiah McSpedden & Bob Hubner
Managing Editors

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MESSAGE FROM THE COMMANDER, USACOM JWFC

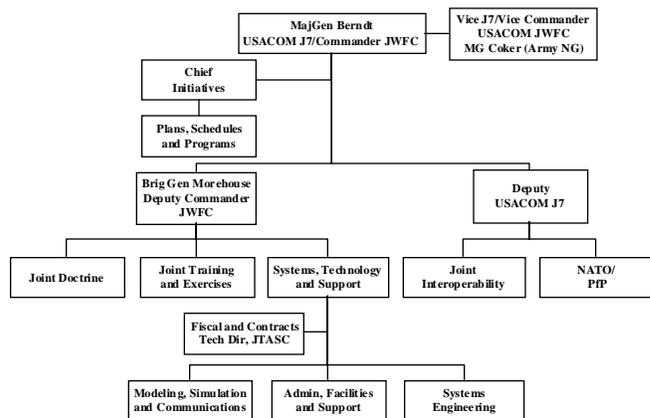
By MajGen Martin Berndt, USMC

Since assuming command of the Joint Warfighting Center (JWFC) on 4 May 1998, my primary focus has been team building as we become USACOM's Joint Warfighting Center. Though it may appear to be an easy transition, the truth is that a tremendous amount of work went on behind the scenes to ensure the quality of products and services expected of the Joint Warfighting Center (now designated USACOM JWFC) continue to reach the joint community.

The mission of USACOM JWFC remains to "assist the Chairman, Joint Chiefs of Staff, combatant commanders, and Service Chiefs in their preparation for joint and multinational operations, through the conceptualization, development, and assessment of current and future joint doctrine, and in the accomplishment of joint and multinational training and exercises." I assure you that my priorities will focus on quality exercises and training, joint doctrine development, continued development of the Joint Simulation System, and a robust Joint Center for Lessons Learned (JCLL).

During this transition to USACOM, we will be acquiring new personnel and expertise as our organization matures. I would like to take this opportunity to extend a warm welcome to Brig Gen Morehouse, the new Deputy Commander, USACOM JWFC. He most recently was the Commander, 552nd Air Control Wing, Tinker AFB, OK. He will bring tremendous expertise and insight to his new position. Together we will endeavor to provide focused and vigorous training support to the combatant commanders and Service Chiefs. The chart shown in the next column outlines the USACOM JWFC organization and relationships.

You may have noticed that the old JWFC Concepts Division is missing from the chart. They have moved to provide the core of the new Joint Experimentation



Directorate, USACOM J9. *Joint Vision 2010* is ready to enter the experimentation and assessment phase and the Secretary of Defense has designated USACOM as the Executive Agent. Concepts Division's Assessment Branch will help jumpstart the J9 Assessment and Integration Division, as well as provide some members to the J9 Program Development Division to guide overall J9 direction and policy. The last piece of the former JWFC Concepts Division, the JCLL, will remain with USACOM JWFC, but will become part of Training & Exercises Division.

Consolidation also took place in the support and administration arena. The former JWFC Support Division disbanded but not before installing a classified local area network, linking USACOM JWFC with our worldwide customers. This was no small feat considering the

various locations provided this access and the security challenges/requirements associated with a widely dispersed network. Additionally, we obtained video teleconferencing capabilities that will eventually be extended to all division chiefs to better communicate and enhance our service to the warfighters.

A primary focus during this transition is to significantly improve training and exercises support with the consolidation of USACOM J7 and the JWFC. Through August 1999, we will deploy and/or distribute support for exercises TRAILBLAZER, FUERTAS DEFENSAS, AGILE LION, TANDEM THRUST, BLUE ADVANCE, PACEX, LUCKY SENTINEL, MATADOR, COBRA GOLD, and BRAVE KNIGHT. This synthesis of organizations and resulting enhancements will greatly improve the quality of training and exercises support for joint forces.

And finally, a brief note on the Advanced Simulations Division that was re-designated the Modeling and Simulation Development (MSD) Branch. This Branch will continue coordination of USACOM JWFC activities for four developing and two legacy systems. First, the Joint Integrated Database Preparation System has grown out of the old IDPS program. Second, the Joint Conflict and Tactical Simulation Version 1.1 release is on track, on budget, and in compliance with requirements for a 30 October 1998 release. This system is evolving as the common simulation for joint experimentation among the Services' Battle Labs. Third, the Joint Exercise Management Program III will soon automate the joint training system as described in the Joint Training Manual. The MSD Branch's role in identifying joint user requirements for the Joint Simulation System, and providing configuration control for the Joint Theater Level Simulation has remained unchanged. Indeed, several of our allies have expressed interest in these important simulations as potential vehicles for future applications in the training, analysis, mission planning and rehearsal roles.

Time and space do not permit me to fully cover all the aspects of the new USACOM JWFC organization. However, it is important to state that the products and services you have come to expect from both the USACOM JTASC and JWFC will not change. USACOM JWFC will maintain its leading role in preparing joint forces for military operations worldwide, and for meeting the challenges of tomorrow.

USACOM JWFC DOC-DIV UPDATES

*By Col Bob Brodel, USAF, USACOM JWFC,
Chief, Doctrine Division*

For the last six months, we in the Doctrine Division have been working as hard as possible to get the word out to the joint community that the transition to USACOM would result in no perceptual change to our products or services. We have spent a tremendous amount of effort ensuring the implementation plan included those key tenets that earned us a reputation as the "guys with the white hats." Well, from here on out our actions will speak for themselves. The transition is complete and we are now officially known as the USACOM JWFC Doctrine Division. The organizational chart shown in the commander's letter demonstrates how we fit into the "big picture." I believe the joint community will benefit greatly from this consolidation. Although this transition was a major item on our plate during the last few months, doctrine development and assessment continued its march onward.

Highlights of the past six months include the long anticipated approval of JP 3-09, "Doctrine for Joint Fire Support" on 12 May 1998. This event culminates exhaustive work by countless individuals and organizations. With the approval of this key publication, we anticipate relatively rapid approval of JP 3-01, "Joint Doctrine for Countering Air and Missile Threats," and JP 3-16, "Joint Doctrine for Multinational Operations." Both publications are in final coordination.

Another important publication recently approved on 17 April 1998 was JP 3-05, "Joint Doctrine for Special Operations." With approval of JP 3-05, the Oct 1997 Joint Doctrine Working Party decision to consolidate portions of JP 3-05.3, "Joint Special Operations Operational Procedures," and JP 3-05.5, "Joint Special Operations Targeting and Mission Planning Procedures," into a new publication JP 3-05.1, "JTTP for JSOTF Operations," will proceed. Finally, the latest version of JP 1-02, "DOD Dictionary of Military and Associated Terms," as amended through 10 June 1998 has been placed in the Joint Electronic Library.

Doctrine Division personnel have been heavily engaged in gleaning important doctrinal observations at several recent exercises, acting as team members for the Process for the Accreditation of Joint Education (PAJE), attending doctrinal symposiums, and traveling to interview key personnel for publications assessments. Those exercises or planning conferences attended to date include MATADOR 98, GREEN FLAG, BRAVE KNIGHT 99, AGILE LION 99, TRAILBLAZER 99, EFX 99 (SPIRAL III), Joint Warrior Interoperability Demonstration, Theater Missile Defense Initiative (TMDI 99), and the All Services Combat



QUOTABLE QUOTE

"The art of war is simple enough. Find out where your enemy is. Get at him as soon as you can. Strike at him as hard as you can, and keep moving on."

U. S. Grant, 1822-1885

Identification and Evaluation Team (ASCIET 99). Our PAJE personnel went to the Naval War College in Newport, RI and the Naval Post Graduate School in Monterey, CA. We also sent Doctrine Division personnel to the Joint Close Air Support Symposium at MCAS Yuma, AZ. Close air support has been a hot topic lately and we are continuing to track the issues and how they might affect published joint doctrine.

I also got the chance to participate in a recent visit by JWFC personnel to USELMNORAD to conduct interviews with key USELMNORAD and USSPACECOM action officers and planners as we assess JP 3-01.1, "Aerospace Defense of North America." I was impressed with the quality of their comments along with the command presentations we received at the Cheyenne Mountain Operations Center, and especially with the commitment of USELMNORAD and USSPACECOM to improve joint doctrine. It is exactly this type of involvement and commitment we like to see from the joint community, and the information we received will no doubt benefit all.

Finally, I want to recognize newly arrived and departed personnel. First we hail the arrival of Lt Col Mike (Harley) Artese, USAF. "Harley" arrived as a recent graduate of the Air War College at Maxwell AFB, AL. He is an F-111 weapons systems operator, so he understands fighter talk with the hands, but refuses to lower himself to that degree. He also rides a "hog" which I must assume is why he got his call sign. Mike takes over the Courseware Development Branch and we expect great things to come out of that shop. Sadly, we said good-bye to one of the stalwarts of the joint doctrine community, LTC John Risney, who retired in July 1998 after 22 years in the Army. John was tracking the development of JP 3-09, and we would not let him retire until it was approved. John worked the joint doctrine arena for nearly six years, both at USACOM and the JWFC, and his experience and insight will be sorely missed. John is pursuing his dream of teaching and will be working within the Virginia Beach school system. We wish him all the best! Another individual who will be departing us soon is CDR Paul Momany. Paul has been my right hand man for the last two years and the font of knowledge from computer expertise to support contracting. Paul headed the Publications Development Branch and was involved in the approval of over 20 publications. Paul has decided to retire in December 1998 after 22 years of faithful service. We wish Paul all the best! We also will miss COL Hank Hodge, Chief of the Joint Doctrine Division, J-7, Joint Staff. He was a valued leader in the joint doctrine development community and an energetic and intuitive chairman of the JDWP. Hank is retiring and we wish him continued success in all future endeavors.

As we approach the October 1998 Joint Doctrine Working Party, I anticipate another full schedule. We hope to see some of you there as we discuss those issues that impact joint operations. Let me end by saying that the JWFC-USACOM transition, now finished, will benefit the entire joint community. We stand committed to provide the best products and services possible. Thanks for your continued support, keep the comments and suggestions coming!

PUB ASSESSMENTS BRANCH

In an effort to provide better information to the joint doctrine community on the status of joint publication assessments, we have added a new feature on the JWFC Home Page. After accessing the Home Page, click on "**Products and Services**," then on "**Doctrine Services**" and finally on "**Joint Pub Assessment**." You can then go to one of three links. The link titled "**Purpose**" provides an overview of joint publication assessments; the link titled "**Completed Reports**" provides a summary of completed reports, to include the date, and the recommendation made for that report, i.e., early or normal revision. The last link titled "**Open Reports**" will tell you which reports are open, i.e., currently being worked.

There are other initiatives underway as well. Specifically, USACOM JWFC will now potentially conduct **two** formal assessments for each joint publication to ensure recommendations are based on the most current data available. At the *mid-report* period, i.e., approximately two years after a joint publication has been approved, USACOM JWFC will prepare an assessment report that makes one of two possible recommendations: an *accelerated* revision or a *scheduled* revision. In the former case, the assessment reports will now be categorized as *final* reports. In the latter case, the reports will be categorized as an *interim* report. For this category of reports, USACOM JWFC will continue to collect, compile, and analyze data and comments up through the end of the assessment period. Ninety days prior to the five-year mark, we will solicit comments via a second request for feedback (RFF) message. The responses from this message will be folded in with the database maintained for that publication and then compiled into a *final* assessment report.

To date, USACOM JWFC has completed a total of **42** assessments. They are JPs 0-2, 1-05, 2-0, 3-0, 3-01.4, 3-02, 3-02.2, 3-04, 3-04.1, 3-07, 3-07.2 (2X), 3-09.1, 3-09.2, 3-09.3, 3-10, 3-10.1, 3-11, 3-12, 3-13.1, 3-15, 3-17, 3-50, 3-50.1, 3-50.2, 3-52, 3-53, 3-55, 3-56.1, 3-57, 3-58, 4-0, 4-01.3, 4-01.5, 4-02, 4-03, 4-04, 4-05, 5-0, 5-00.2, and 6-0 (2X). We previously reported that three JPs had been voted to **not** be assessed under the "old system", and they are JPs 1, 3-07.1, and 3-54. However, based on a request from the Joint Staff doctrine sponsor (J-7), JP 1 is undergoing a formal assessment and the final report is due out in early November 1998. For similar reasons, a decision also has been made to assess JP 3-54, we anticipate releasing the RFF for that publication in January 1999. There are **three** joint publications that have open RFFs out for comment, JPs 3-08, 4-01.7, and 4-02.2. There are **eight** assessment reports that are currently under development or being staffed for approval, and they are: JPs 1, 2-01, 3-01.1, 3-50.3, 4-01.1, 4-01.2, 4-06, and 6-02. Questions regarding joint pub assessments should be directed to the USACOM JWFC POC, LTC Steve Senkovich, USA, Chief, Joint Publication Assessment Branch at DSN: 680-6409, or by e-mail to: *senkovic@jwfc.js.mil*.

PUB DEVELOPMENT BRANCH

The development of three key publications continues:

- JP 3-13, "Joint Doctrine for Information Operations," was released for final coordination (FC) in July 1998. We do not anticipate any contentious issues and expect it to be approved in the near future.
- A second FC version of JP 3-16, "Joint Doctrine for Multinational Operations," is being prepared for release due to numerous comments received on the first FC version. Additionally, we will be sending copies to some of our close allies for their consideration.
- JP 3-33, "Joint Force Capabilities," was released with the CD-ROM for FC on 5 August 1998. The CD-ROM is not available on the Internet since it is in draft form. We are considering converting the CD-ROM into HTML format to provide interactive capabilities. We anticipate publication approval before the new year.

Two publications are under revision:

- JP 1-01, "Joint Publication System, Joint Doctrine and JTTP Development Program," first draft was distributed in April 1998. We are incorporating comments and expect to have the preliminary coordination version ready for distribution in October 1998.
- JP 5-00.2, "JTF Planning Guidance and Procedures," (Change 1) is in the final stages of comment resolution and incorporation. With approval of JP 3-09, this publication should be approved very soon.

I (CDR Momany) will be departing the Doctrine Division in early October 1998 on terminal leave. It has been a pleasure working with the joint doctrine development community and all the action officers over the past three years. For continuity purposes, feel free to forward your publication development questions to CDR Al Bougard, USN, at DSN 680-6427 or e-mail: bougarda@jwfc.js.mil.

USACOM JOINT DOCTRINE BRANCH

On October 1, 1998, the JWFC will complete its merger with USACOM J7. Consequently, USACOM's Joint Doctrine Branch will become part of the JWFC's Doctrine Division, which will remain at Fort Monroe, VA and continue to represent the Chairman's joint doctrine interests. LTC Childress will remain as Chief of USACOM's Joint Doctrine Branch. While the USACOM Joint Doctrine Branch is subordinate to the USACOM JWFC Doctrine Division, there exists a certain required level of autonomy that will be refined over time. Some autonomy is required to maintain the distinction between CINCUSACOM's traditional role as a combatant commander in the development of joint doctrine and new role in the development of joint doctrine for the Chairman of the Joint Chiefs of Staff.

The USACOM Joint Doctrine Branch will always maintain its primary focus, the development and assessment

of joint doctrine and JTTP and the integration of joint lessons learned into joint publications. Since the last edition of A Common Perspective, the USACOM Joint Doctrine Branch has been very active in the joint planning and execution community. The branch has made several contributions to the body of doctrine and doctrine related materials.

- A key product from USACOM's Theater Missile Defense Initiative series of exercises is the ACOM TTP for "Attack of Time-Sensitive Targets." The first draft was published in September 1998. When fully developed, USACOM may propose that it be developed as a new joint publication.
- We realize that senior commanders and key staff officers may not have time to review the large amount of recently published joint doctrine on JTF operations. Consequently, the USACOM Joint Doctrine Branch developed and published a series of quick reference JTF handbooks. They address functions, responsibilities, organization, acronyms, and lessons learned for the commander, joint task force (CJTF), the Deputy CJTF, the JTF Chief of Staff, and several primary JTF staff directors. Also available are two new functional area handbooks at USACOM's Joint Distance Learning Center World Wide Web site at <http://www.jtasc.acom.mil/ltaccess/protected>.
- "USACOM's JTF Headquarters Standard Operating Procedures" is in the second draft of an annual revision. The USACOM Joint Doctrine Branch also has added a revision to the "Forming" section of the JTF life cycle in CJCSM 3500.05, "JTF HQ Master Training Guide," to go with last year's draft revision of the "Planning" section. After these revisions are validated in Exercise FUERTES DEFENSAS 98/99, they will be submitted to the Joint Staff for approval and incorporation.

The USACOM Joint Doctrine Branch continues to manage the submission of USACOM joint after action reports (JAAR). As a subset to the JAAR, the branch is refining its data collection requirements for category 2 exercises by developing a concise collection plan centered on joint interoperability issues. The branch fielded teams of joint analysts and observers in JTFEX 98-1 and ROVING SANDS 98. These teams included experts from numerous joint organizations and their contributions assisted in the development of lessons learned and the JAARs. The Joint Doctrine Branch then developed and presented a draft JAAR to the Executive Agent for each exercise, which exceeded the Joint Staff's minimum requirements for ensuring joint interoperability issues are adequately addressed.

Finally, the USACOM Joint Doctrine Branch is monitoring development of joint publications that are the responsibility of USACOM as lead agent. A draft of JP 1-04, "Legal Support to Joint Operations," is under review by the legal community. A second draft of JP 1-06, "Joint Doctrine for Financial Management," also is under review.



UPDATE: INFORMATION OPERATIONS

By LCDR Andy Wilde, USN, J-39, Joint Staff

"Information is the currency of victory on the battlefield."

GEN Gordon Sullivan, USA
Former Army Chief of Staff

The importance of information in military operations is widely recognized. Because of this importance, joint force commanders (JFCs) seek to leverage and to protect friendly information, systems, and information-based processes while denying, degrading, disrupting, destroying, or otherwise affecting those of adversaries and potential adversaries.

In the last century, rapid advances in information technologies have substantially increased the amount and availability of information and the complexity of information systems that support military operations. This increase in complexity presents many challenges in the conduct of joint military operations, both from the perspective of leveraging and protecting friendly information and information systems, and in adversely impacting adversary information and information systems to gain a relative advantage in the information environment.

Such technological advances also have increased critical dependence on information and information systems, which creates substantial vulnerabilities for JFCs.

INFORMATION SUPERIORITY

Information superiority is a relative state between two adversaries or potential adversaries in which one has a relative advantage over the other in the information environment. This relative advantage translates to better situational awareness, faster and more effective decisionmaking processes, and superior speed of command. The information superiority resulting from such an advantage is vital in providing JFCs the freedom of action necessary to achieve military objectives of a campaign or operation. In order to conduct effective operations, JFCs must have the capability to achieve and sustain information superiority over adversaries, potential adversaries, and others.

To achieve and sustain information superiority, JFCs must effectively integrate the following:

- Offensive and defensive information operations (IO), which are actions taken to affect others' information and information systems while protecting one's own information and information systems.

- Battlespace awareness, which is awareness of the environment and the status of adversary and friendly forces, yielding an interactive "picture," which provides timely, relevant and accurate assessments of friendly and adversary operations within the battlespace. This includes, but is not limited to, intelligence, friendly force dispositions, and meteorological information.
- Activities that leverage friendly information systems, to include the friendly decisionmaking process.

INFORMATION OPERATIONS

In order to effectively achieve and maintain information superiority, JFCs must have the ability to conduct effective IO.

IO are an integrating strategy that focus on exploiting the vulnerabilities and opportunities presented by the increasing dependence of the United States and its adversaries, potential adversaries, and others on information and information systems. IO integrate the use of capabilities, which could include physical attack/destruction, electronic warfare (EW), operations security (OPSEC), military deception, psychological operations (PSYOP), and computer network attack. Activities related to IO include public affairs and civil affairs. IO are, as are all military operations, supported by intelligence and C4 systems.

"The real target in war is the mind of the enemy commander, not the bodies of his troops."

Captain Sir Basil Liddell Hart

In the Department of Defense (DOD), the ultimate strategic objective of offensive IO is to affect adversary or potential adversary decision-makers to the degree that they will cease actions that threaten US national security interests. At the tactical, operational, and strategic levels, IO target and protect information, information transfer links, information gathering and processing nodes, and human decisional interaction with information systems.

IO contribute to the integration of the military element of national power with all other elements of national power (e.g., economic, political) to achieve or promote specific objectives. IO can support the overall US Government (USG) strategic engagement policy throughout the range of military operations. The effectiveness of deterrence, power projection, and other strategic concepts is greatly affected by the ability of the United States to influence the perceptions and decisionmaking of others.

In times of crisis, IO can help deter adversaries from initiating actions detrimental to the interests of the United

(Continued on next page)

States. If carefully conceived, coordinated, and executed, IO can make an important contribution to defusing crises; reducing periods of confrontation and enhancing the impact of informational, diplomatic, economic and immature efforts; and forestalling or eliminating the need to employ forces in a combat situation. **IO may have their greatest impact as a deterrent in peace and during the initial stages of a crisis.**

EVOLUTION OF INFORMATION OPERATIONS

Physical attack/destruction, OPSEC, military deception, and PSYOP were traditionally thought of as separate, albeit important disciplines. EW emerged in the Vietnam era as another separate discipline focused on impacting the electromagnetic spectrum.

Command and Control Warfare (C2W). During the late 1980's, the concept of C2W emerged, and involved integration of OPSEC, military deception, PSYOP, EW, and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly C2 capabilities.

Information warfare (IW) is IO conducted during times of crisis or conflict against a specific adversary or adversaries to accomplish specific objectives. With the introduction of advanced automated computer-based information systems to support military operations, the concept that commanders could integrate traditional C2W tools with attacks specifically focused on computer networks evolved as IW.

IO emerged because of the importance of the Department of Defense executing an IO strategy during peacetime through the combatant commanders' theater engagement plans, some flexible deterrent options, and other means to shape the environment, maintain stability, and forestall or preclude conflict, and because such a strategy requires close interagency coordination and involvement.

SUCCESS STORIES

IO conducted to support peace enforcement operations in Bosnia today represent a success story in integration of an IO strategy at all levels of war, across interagency lines, and within a multinational coalition. The IO strategy implemented focuses on the strategic objective of influencing actors to comply with the Dayton peace accords and maintain stability. Through the application and threat of application of physical attacks, integration of EW, and perception management focused on extensive PSYOP, NATO forces are successfully managing risk and maintaining a relative stability in an unstable region. (Note: perception management includes truth projection, OPSEC, cover and military deception, and PSYOP).

OUR FOCUS TODAY

The majority of the capabilities that support IO, including the planning and execution processes that support them, are well established. Physical attack/destruction, EW, OPSEC, military deception, and PSYOP all have and will continue to be integrated into JFC plans and operations.

The most pressing and challenging area we face today is protecting vulnerable computer-based information systems JFCs rely on for the conduct of operations.

FULL DIMENSIONAL PROTECTION IN THE INFORMATION AGE

"We have evidence that a large number of countries around the world are developing the doctrine, strategies, and tools to conduct information attacks on military-related computers."

John M. Deutsch
Former Director of Central Intelligence

Defensive IO integrate and coordinate policies and procedures, operations, personnel, and technology to protect and defend information and information systems, including human decisionmaking processes. Computer network defense (CND) concerns measures taken to protect and defend information, computers, and networks from disruption, denial, degradation, or destruction. CND is a primary DOD focus today as we attempt to mitigate vulnerabilities associated with computer-based automated information systems (AIS).

Advances in information technologies have resulted in the proliferation of advanced AIS on which JFCs are critically dependent for the conduct of joint operations. Additionally, such information systems are ubiquitous in the public and private sectors, and comprise the inextricable backbone of many critical infrastructures such as power and water, as well as information infrastructures like television, satellite communications, and telecommunications, all of which may support JFCs operations. For example, 95% of DOD communications are supported by commercial information infrastructures.

Thus, while defensive IO are limited to protecting information systems and information infrastructures, those information infrastructures are inextricably linked to larger considerations of protecting other critical infrastructures, and to the larger issue of homeland defense. The integration of automated information systems in all types of supporting infrastructures requires us to reshape our thinking in terms of the level and extent of protection such systems require to ensure effective joint force protection and operations.

Real-world events further shape our thinking. Exercise ELIGIBLE RECEIVER, sponsored by the Chairman of

the Joint Chiefs of Staff last year, revealed previously unrecognized vulnerabilities associated with infrastructure dependencies and demonstrated the degree to which JFCs must protect information infrastructures. In many cases, JFCs must coordinate with the FBI and other law enforcement organizations to deal effectively with attacks on the infrastructures that are necessary to the performance of DOD's mission, but are outside DOD's authority to actively and effectively respond.

"ELIGIBLE RECEIVER was an important and revealing exercise that taught us that we must be better organized to deal with potential attacks against our computer systems and information infrastructure."

Kenneth Bacon
Pentagon Spokesman

Earlier this year, the investigation in the now well-known "Solar Sunrise" case, which involved widespread penetrations of computer systems at facilities within the Department of Defense, other government departments and agencies, academia, and the private sector, underscored the need for interagency coordination for investigations and response to attacks on information and other infrastructures.

To respond to such threats the Joint Chiefs of Staff recently agreed to establish a standing joint task force (JTF) for CND. The JTF will be established at the Defense Information Systems Agency (DISA). The JTF will derive its Title 10 command authority directly from the National Command Authorities (NCA), and will be available to be assigned to a unified combatant commander, if required. Commander, CND JTF responsibilities include those shown in the inset.

ELIGIBLE RECEIVER and "Solar Sunrise" also showed that while recent advances in computer hardware, software, and communications technologies have made these infrastructures highly automated and capable; these advances also have made these infrastructures potentially more vulnerable to disruption or incapacitation by a wide range of physical or computer-based ("cyber") threats. Because the infrastructures are much more interdependent than in the past, the debilitation or destruction of one could have cascading destructive effects on others. Finally, most of these infrastructures are owned and operated by private industry. This means that guarding against infrastructure threats requires an unprecedented degree of cooperation and information sharing between the government and the private sector.

To address such larger issues of protection of infrastructures above and beyond computer networks, Executive Order 13010 established the President's Commission on Critical Infrastructure Protection (PCCIP) to study the problem in depth and develop proposed

COMMANDER, CND JTF RESPONSIBILITIES

- Determining when systems are under attack, assessing impact to military operations and capabilities, and notifying the NCA and user communities.
- Coordinating/directing appropriate DOD actions within the crisis action planning procedures to stop attacks, contain damage, restore functionality, and provide feedback to the user community.
- Developing contingency plans, tactics, techniques, and procedures to defend DOD computer networks; supporting the combatant commanders' deliberate planning and execution.
- Assessing effectiveness of defensive actions and maintaining current assessment of operational impact on the Department of Defense.
- Coordinating, as required, with National Security Council, National Infrastructure Protection Center (NIPC), law enforcement agencies, other interagency partners, the private sector, and allies/coalition partners.
- Monitoring the status of DOD computer networks.
- Monitoring Intelligence Community (IC) indications and warning I&W).
- Participating in joint training exercises to conduct CND.
- Coordinating with Defense-wide Information Assurance Program and Critical Asset Assurance Program authorities to ensure compliance with wider information assurance policy and initiatives.
- Providing IC with priority information requirements for collection and I&W requirements for potential attacks against DOD computers and networks.
- Subject to the authority, direction, and control of the Secretary of Defense, providing information to and receiving direction from the Chairman of the Joint Chiefs of Staff, and providing liaison, as required, to the Office of the Secretary of Defense staff and the Joint Chiefs of Staff.

solutions. The recommendations of the commission resulted in the President announcing on 22 May 1998 approval of Presidential Decision Directive (PDD) 63, which focuses on protecting the Nation's critical infrastructures, and which represents a significant milestone in the evolution of policy to address new threats that confront our Nation. PDD 63 assigns the Department of Defense the specific responsibility of homeland defense.

PDD 63 established a NIPC at the FBI to coordinate national efforts for infrastructure protection. The NIPC
(Continued on next page)

facilitates cooperation among multiple interagency partners, including the Department of Defense. The NIPC provides the focal point for coordinating USG operational efforts to deter, contain, investigate, and respond to attacks on the Nation's critical infrastructures, and provides a principal mechanism for sharing threat and vulnerability information between the USG and private sectors. In PDD 63, the President formally recognized the role of the NIPC in the overall USG framework for dealing with infrastructure protection, and he directed other agencies to support and participate in the NIPC and to provide it with information about intrusions or attacks on USG or private sector systems.

Relative to CND, the main challenge in addressing most cyber attacks is that neither the identity nor the objective of the perpetrator is known. This means it is often impossible to determine at the outset if an intrusion is an act of vandalism, computer crime, terrorism, foreign intelligence activity, or some form of strategic attack. The only way to determine the source, nature, and scope of the incident is to investigate. And the authority to investigate such matters—and to obtain the necessary court orders or subpoenas—normally resides with law enforcement. This does not mean that, once the perpetrator is identified and the scope of the attack known, the response is limited to law enforcement—responses may include criminal, diplomatic, economic, or military action. It simply means that in cases in which the only information we have is that an illegal intrusion has occurred (but we don't know the answers to "who, what, why, or how?") the initial response normally must come from law enforcement. Clearly, the FBI must coordinate with, and have the support of, other agencies that may have relevant information or may need to be part of the response. If it is learned that an intrusion is part of a strategic military attack, the Department of Defense and other agencies with national security responsibilities will be called upon to respond.

CONCLUSION

IO as an integrating strategy provide JFCs with a vital means to achieve information superiority, shape the environment, maintain peace, forestall or preclude conflict, and, if deterrence fails, provide a way to fight and win. IO also support a return to stable, post-conflict peace. IO integrate the use of capabilities that could include physical attack/destruction, EW, OPSEC, military deception, PSYOP, and computer network attack.

Our primary focus today is on CND, and the Department of Defense is organizing for success in CND to provide the required protection for joint forces. The issues of where the CND responsibility may permanently reside, and the issue of where the homeland defense mission assigned to the Department of Defense in PDD-63 may reside, remain to be addressed.



Newsletter Inputs and Subscription Information

Please pass this newsletter to anyone you think may be interested. If you didn't get a copy directly, and would like to receive one, fill out the subscriber request form (page 35) and either mail or fax it to us. We have a limited number of back issues, but you also can download them from <http://www.dtic.mil/doctrine> or view and download them from <http://www.jwfc.js.mil/PAGES/acp1.htm>. We hope you will enjoy **A Common Perspective and take the time to provide us some feedback.**

Our next edition will be published in April 1999. We continue to solicit articles and commentaries regarding joint doctrine/operations. Submissions should be 1500 words or less—we will consider longer articles as possible features. Please submit articles or letters on disk or via e-mail for ease in handling. We need your submissions by 15 February 1999.

Send your articles, letters, or commentaries to:

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USACOM JWFC WWW SITES

In May 1997, the JWFC opened a WWW site at <http://www.jwfc.js.mil>. The old site will remain open temporarily during the transition to a new USACOM JWFC site currently under development at <http://www.jtasc.acom.mil/public/newindex.html>. The old JWFC WWW site still contains links to its divisions and contractors, the Electronic Library, Joint Center for Lessons Learned, joint exercises and training information, JV 2010 developments, joint training courseware, and on-line versions of some of our useful and informative publications. NOTES: The joint doctrine POC listings in the on-line version of **A Common Perspective are updated as changes occur. Expect changes to e-mail addresses for the USACOM JWFC joint doctrine POCs.**

TERRORISM: THE MOST CHALLENGING ASYMMETRIC THREAT TO FORCE PROTECTION

By Lieutenant Colonel Clinton Esarey, USA; Major Benjamin C. Huff, USAF; and Major Anthony C. Vesay, USA

Disclaimer: The original version of this paper was written to satisfy requirements of the Armed Forces Staff College "Joint Perspectives" course. The contents of this paper do not necessarily reflect the views of AFSC, its Commandant, or Staff.

According to Pentagon estimates, more US service men and women have lost their lives to terrorism during the past 20 years than have been killed in combat.¹

INTRODUCTION

Force protection is nothing new to military commanders. For military forces to be effective, they must be, among other things, protected. JP 3-07.2, "JTTP for Antiterrorism," describes force protection as a "security program designed to protect Service members, civilian employees, family members, facilities, and equipment in all locations and situations, . . ."² Force protection has become a catch-all phrase associated with various threats such as theater missile and weapons of mass destruction attacks, bombings, etc. A commander's force protection concerns are many, but indirect threats and asymmetric attacks must be addressed. Commanders at every echelon will ultimately be held accountable for any force protection failures by their superiors and by the public.

THESIS

US military commanders require a comprehensive and synergistic approach to dealing with the most complex and challenging asymmetric threat to deployed US forces—terrorism. This approach must involve more than the Department of Defense (DOD) to be effective. Joint Task Force (JTF) commanders must be provided with the requisite resources and capabilities from all facets of DOD as well as significant interagency support to succeed in combating terrorism. We propose a new model using a combined and joint interagency group called the Terrorism Emergency Support Team (TEST) which emanates from the combatant command level and is established at the JTF level. The TEST would plan and coordinate antiterrorism and counterterrorism activities to meet and defeat this asymmetric threat to force protection.

TERRORISM AND FORCE PROTECTION

Terrorist acts such as the bombing of the Marine barracks in Beirut Lebanon, a chemical attack on innocent subway passengers in Japan, the downing of an American jetliner over Scotland, and the explosions at the Khobar Towers in Saudi Arabia and Oklahoma City Federal Building have heightened awareness of our vulnerability. Would-be adversaries, actual or potential, have discovered our force protection Achilles heel: vulnerability to asymmetric attack, namely terrorism. "Asymmetry is the key to terrorism's effectiveness. Terrorism gives a small group the means to successfully attack a larger force or authority that it could not engage in direct combat... terrorists select the time, place, and targets for their attacks...[they] have the monopoly on the offensive...there are numerous systematic reasons why conventional military capabilities are largely ineffective in preventing or defeating terrorism:"³

- Conventional warfare and terrorism asymmetries are profound
- Terrorist organizational structure is below the significance threshold
- Identifying perpetrators is difficult
- Terrorist doctrine is ad hoc and opportunistic
- Terrorist chain of command is amorphous
- Terrorist logistics are small scale
- Intelligence requirements differ significantly

In his report to the President following the Downing investigation of the Khobar Towers bombing, then Secretary of Defense (SecDef) William Perry cited: "The military forces of the United States are currently superior to all others in the world. Convinced of the futility of challenging our forces directly, some enemies are waging war against us asymmetrically. Some of these enemies believe that our greatest vulnerability is the American intolerance for casualties in the pursuit of objectives that often do not have an apparent direct link to vital national objectives. A small number of potential enemies have selected terror as a faceless, low-risk, high payoff strategy that the United States' political system finds difficult to counter. Terrorism, then, is a form of warfare. Sometimes labeled the "weapon of the weak," it is nevertheless a powerful strategy. It provides our opponents a force-projection capability that far exceeds their conventional military means. If the nation proves incapable of responding to terrorism, it will continue to be a threat to the United States."⁴

The threat to force protection from terrorism continues to receive great attention from our most senior leaders. SecDef William Cohen stated, "Tomorrow's challenges include protecting the nation and US forces overseas from terrorist attack and the spread of weapons of mass destruction. We should plan on terrorism being not the wave of the future, but the wave of the present."⁵ In

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similar fashion, then Chairman of the Joint Chiefs of Staff, Gen Shalikashvili stated, "Terrorism is more complex and a bigger international threat than ever... force protection efforts are the top priority of military leaders at every level around the world, including the United States."⁶ BrigGen John Sattler, USMC, was recently appointed Deputy Director for Combating Terrorism—a totally new function within the J-3, Joint Staff. His staff is assessing 556 military installations worldwide for vulnerability to terrorist attack of which 10 percent is deemed high.⁷ **Editor's Note: Since this article was written, the Joint Staff Integrated Vulnerability Assessment (JSIVA) teams will have conducted 150 assessments of military installations during 1997/98. Combatant Commanders and Services also conduct vulnerability assessment separate from JSIVA.**

Terrorism is an asymmetric threat we have few countermeasures against. Consequently, protecting against terrorism has risen to the top of a commander's concerns and is arguably detracting from execution of the unit mission. JP 3-07.2 states, "Every commander, regardless of echelon or branch of Service, has an inherent responsibility for planning, resourcing, training, exercising, and executing antiterrorism measures to provide for the security of the command."⁸ Force protection, to include defending against and responding to terrorism, is a primary responsibility of the JTF commander. Joint doctrine is just beginning to address this area of responsibility. Although JTF commanders have tools to confront diverse force protection issues, their greatest challenge is combating terrorism.

JOINT DOCTRINE

Since passage of the Goldwater-Nichols DOD Reorganization Act in 1986, the joint community has developed or is developing over 100 joint publications. However, force protection doctrine is relatively young—the earliest publications were written in 1993 and others (JPs 3-01, "Joint Doctrine for Countering Air and Missile Threats," and 3-01.6, "JTTP for Joint Air Defense Operations (JADO)") are still in development. Seven approved publications address some form of force protection including defense of the continental US against aerospace attack; theater missile defense; rear area operations; base defense; defense against weapons of mass destruction; and the use of barriers, obstacles, and mines.

Antiterrorism is addressed in JP 3-07.2, which is one of a series of publications about Military Operations Other Than War, not force protection. It consolidates information on antiterrorism and the protection of US forces, provides a framework of US national policy objectives relating to antiterrorism, and explains important DOD and US governmental agency command and control relationships. It also outlines basic US military antiterrorism capabilities and provides commanders with guidance on how to organize, plan, and train for the employment of US forces in interagency and multinational antiterrorism operations.⁹ Counterterrorism, which is also essential to effectively

negating specific acts of terrorist aggression, is described in JP 3-07.2 as involving "... those offensive measures taken to prevent, deter, and respond to terrorism."¹⁰ but is not discussed. JP 3-07.2 briefly establishes a direct relationship with force protection, stating "antiterrorism is a sub-element of combating terrorism, which is one of the four pillars of force protection."¹¹

OTHER GUIDANCE

According to JP 3-07.2, the Department of State (DOS) is the lead agency for responding to terrorism outside the US.¹² DODI 5210.84, "Security of DOD Personnel at US Missions Abroad," disseminated in 1992 was the DOD/DOS memorandum outlining responsibilities between the two departments in response to congress passing the Omnibus Diplomatic Security And Antiterrorism Act of 1986.¹³ This memorandum does not alleviate the commander's responsibilities for force protection. In fact, a force protection memorandum (called the "Universal Memorandum") between the Secretary of State and SecDef signed in August 1997 reassigns security responsibility for all DOD personnel to the appropriate combatant commander.¹⁴

HUMAN INTELLIGENCE

The antiterrorism model provides an orderly and systematic framework for a JTF's antiterrorism activities; however, it falls short of truly implementing effective force protection against this asymmetric threat. "Attempting to combat terrorism through military means alone is a 'mission impossible.' Terrorism is not fundamentally a military problem; it is a political, social, and economic problem...[T]he traditional focus of military intelligence...is inappropriate against terrorism...intelligence requirements for countering terrorism are strongly focused on human intelligence collection."¹⁵ This latter capability traditionally falls outside the DOD's responsibility and requires interagency support.

Retired Gen Wayne Downing, who led the task force to investigate the Khobar Towers incident, concluded that commanders in the region were aware of a general increase of terrorist threats to service members and facilities, but no specific intelligence information was provided to warn of the pending disaster. The report stated, "DOD elements in the theater had the authority, but were not exploiting all potential sources of information. Human intelligence is probably the only source of information that can provide tactical details of a terrorist attack."¹⁶

THE NEED FOR SYNERGISM

There exists a military framework for combating terrorism called the "Antiterrorism Program Concept" (see Figure 1). It provides an integrated and comprehensive approach to counter terrorist threats to military resources in two phases, proactive and reactive.¹⁷ Heavy emphasis is placed on the proactive phase to avert or thwart terrorist acts before they happen. The reactive phase is crisis

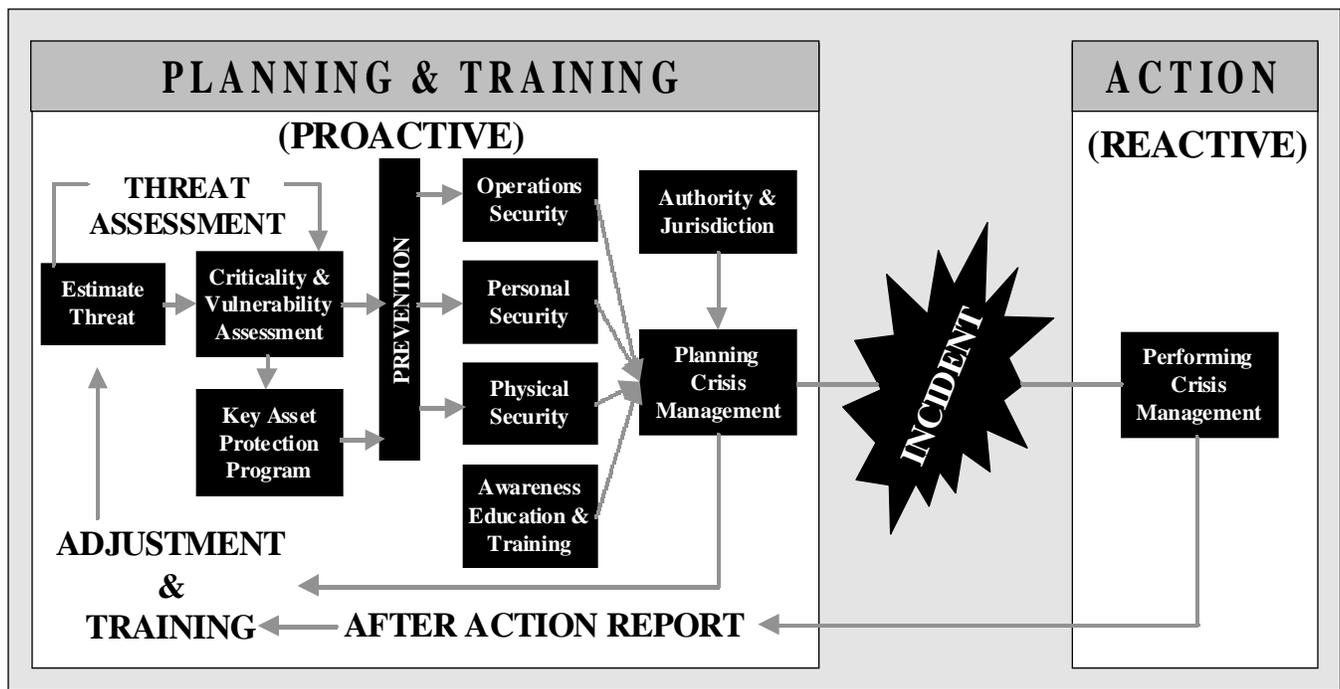


Figure 1. Antiterrorism Program Concept¹⁸

management after the incident. In this model, it is imperative that post-event analysis and subsequent after action reports are conducted to improve planning, analysis, and training.

The greatest weakness in this model is that DOD is trying to "go at it alone"—perhaps not intentionally and not in all cases, but mostly alone. The result is the loss of a synergism. The Antiterrorism Program Concept will be ineffective if analysis of terrorist threats and our vulnerabilities to those threats lacks intelligence synergism. We need a robust interagency mechanism so commanders are well-advised of the terrorist threat and can respond appropriately. In his statement presented before the House Appropriations Subcommittee on Commerce, Justice and State, Ambassador Phillip C. Wilcox, Jr., the DOS's Coordinator for Counterterrorism, stated, "Effective counterterrorism calls for the skills and resources of many US government agencies."¹⁹

ANALYSIS AND CONCLUSIONS

Under the sponsorship of the National Security Council, various interagency groups have been formed to coordinate the efforts of the more than 40 federal agencies, bureaus, and offices currently working the terrorism problem. The intelligence community also has created an Interagency Intelligence Committee on Terrorism. These various interagency groups and committees meet to coordinate policy, plan interagency activities, share intelligence and other information, and coordinate responses to certain crises.²⁰ At the strategic level, there appears to be a bloating industry of federal government organizations which conduct crisis management and consequence management for domestic and foreign terrorist incidents.

The DOS has the lead in managing terrorist incidents abroad and for forming what is called a "Foreign Emergency Support Team" or FEST.²¹ The purpose of the FEST is to *assist the ambassador and host government* in managing a terrorist incident. It includes expertise and capabilities that are tailored to the specific conditions of the threat incident, including Weapons of Mass Destruction.²² Notice two aspects of the FEST: it is reactive in nature (versus proactive) and focused within the diplomatic and host nation communities. On the other hand, the JTF commander remains responsible for protecting military personnel, equipment, and operating bases from terrorism.²³ Unfortunately, the majority of deployed JTF efforts are generic, passive antiterrorism measures; whereas, the preponderance of federal agency efforts are reactive. There appears to be a wide seam between the JTF's tactical barricades and the nation's strategic interagency response that terrorists have and will continue to exploit.

The Downing report on the Khobar Towers incident called for improved use of available intelligence and intelligence collection capabilities; but more importantly, the report recommended a *fusion cell* which would integrate and analyze national strategic intelligence with local tactical intelligence from all sources: the US, our allies and the host nation.²⁴ Finally, the Downing Commission noted Service component commanders exercised OPCON of deployed forces while the JTF commander only had TACON. Following the attack, USCINCENT gave the JTF commander full responsibility for force protection.²⁵ The commander must employ an organizational construct and synchronize all functional agencies to address a single force protection issue—terrorist attacks against deployed US forces.

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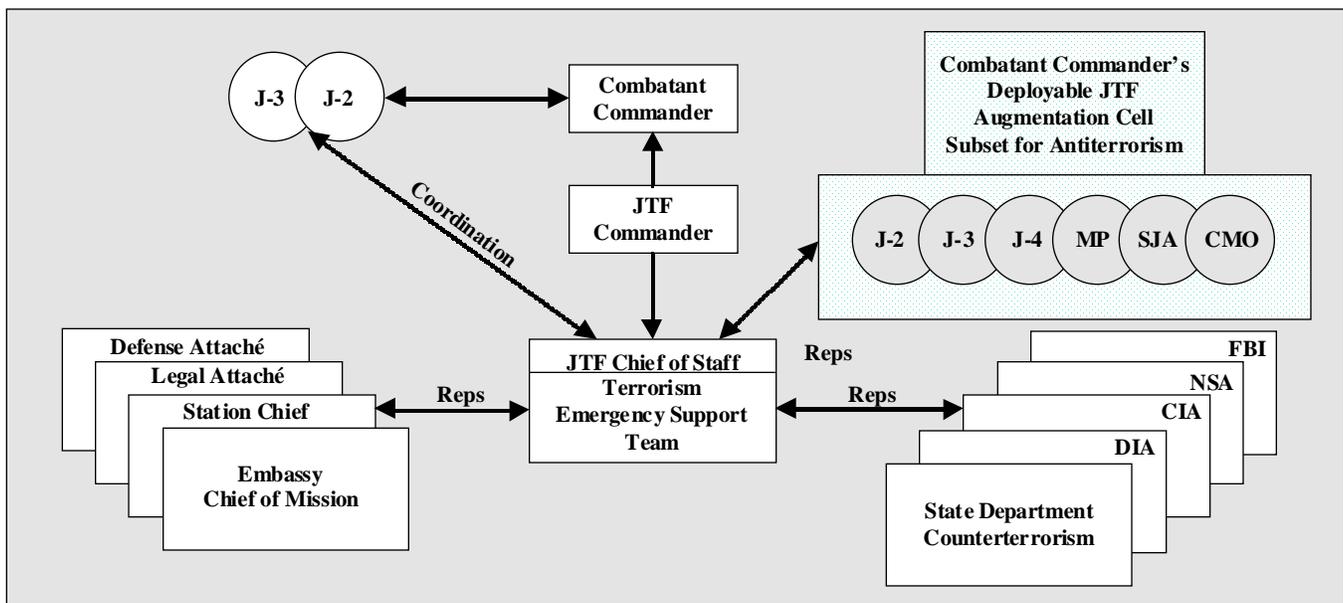


Figure 2. Terrorism Emergency Support Team (TEST)

THE TERRORISM EMERGENCY SUPPORT TEAM (TEST)

Clearly a fusion cell or team is needed to help the JTF commander overcome the limitations addressed above. A nationally-sourced TEST, similar to the FEST, but led by a military commander is a possible solution (see Figure 2). Its purpose would be to assist the JTF commander, the US Ambassador and the country team, and the host government to deter, defend, and if necessary, respond to a terrorist incident. The TEST would provide the JTF commander with a single point of contact to coordinate all JTF on-scene support prior to, during, and following a terrorist incident. The TEST would dramatically improve the effectiveness of the Antiterrorism Program Concept and enhance the JTF commander's force protection capabilities by providing the following:

- Accurate terrorist threat information
- Effective threat assessment and analysis of vulnerabilities
- Timely and specific warning of impending terrorist activity
- Intelligence sharing between DOD, DOS, and the other organizations
- Antiterrorism experts familiar with each other and the region/country
- Personnel continuity in force protection/antiterrorism issues
- An established response mechanism for terrorist attacks

Specifically, the JTF commander would task the Chief of Staff to coordinate this effort with significant participation from the JTF staff, the ambassador's country team, and representatives from National agencies who provide key intelligence information. The combatant commander would "dispatch" a portion of the Deployable JTF Augmentation Cell (DJTFC) specifically tailored to antiterrorism (AT) when the JTF stands up. The AT-

DJTFC would consist of J-2, J-3, and J-4 staff members; security; a staff judge advocate representative; and a civil/military officer (CMO) who had planned and rehearsed with interagency organizations ensuring adequate preparation, education, and continuity. Coordination with the combatant command J-2 and J-3 would continue. The DOS's Office of the Coordinator for Counterterrorism would provide key representation to include planning and crisis management experts along with a combination of federal agencies (e.g., DIA, CIA, NSA, and FBI). Ideally, many of these same members would have worked with AT-DJTFC members during antiterrorism conferences and training exercises. The TEST could range from a few individuals to more than 30.

Establishing a TEST under the joint force commander's authority to execute assigned force protection responsibilities should improve DOD's capability to combat terrorism as an asymmetric threat to force protection.

CONCLUSION

The perpetration of terrorism against a deployed JTF is an increasingly lethal and likely threat that can be deterred and mitigated with the assistance of all the US federal agencies. The JTF commander should receive the prompt support from DOD, DOS, and other agencies in the form of the TEST. This unique capability facilitates and enables the JTF's dialogue and coordination with the US Embassy and host nation, and the timely development and implementation of a comprehensive, flexible and responsive plan that would focus on deterring and defending the JTF from terrorism. Furthermore, the TEST enhances DOD's Antiterrorism Program Concept by improving threat analysis and vulnerability assessments and facilitates the JTF's transition into crisis response as part of the US response to a terrorist incident. Ultimately, the goal in augmenting the JTF with a TEST is to create a "hardened" and "enlightened" JTF able to deter terrorist attack or, if attacked, to provide sufficient defense to prevent injury or death.²⁶

Editor's Note: As part of the DOD antiterrorism/force protection (AT/FP) program, all DOD installations received a higher headquarters vulnerability assessment. Since 21 July 1997, the Joint Staff Integrated Vulnerability Assessment teams conduct installation AT/FP assessments. The executive agent for this assessment program is the Defense Special Weapons Agency.

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ENDNOTES

¹ Sandra I. Meadows, "Carnage in Saudi Arabia Kick-starts Pentagon's Anti-terrorism Crusade," National Defense Vol: 82, Issue: 530, September 1997, p. 34-36

² Joint Pub 3-07.2, "Joint Tactics, Techniques, and Procedures for Antiterrorism," (Washington: 25 June 1993), p. GL-3. **Note: The revision is dated 17 March 1998, references remain valid.**

³ Gotowicki, Stephen H., Lt Col, "Confronting Terrorism: New War Form or Mission Impossible?" Military Review May-June 1997, pp. 62 & 64

⁴ "The Protection of U.S. Forces Abroad," Defense Issues, Vol 11, Number 88, p. 2

⁵ Linda D. Kozaryn, "Cohen Committed to Troop Welfare," American Forces Press Service On-Line. Available on DTIC: <http://www.dtic.mil:80/afps/news/9702031.html>, p. 1

⁶ Roberts, Lee, SSgt, "Shalikhshvili: Troops Must Protect Themselves From Terrorism," American Forces Press Service On-Line. Available via DTIC: <http://www.dtic.mil:80/afps/news/9703043.html>, p. 1

⁷ "10% of US Global Bases Face 'High' Terrorist Attack Threat", Jane's Defence Weekly Vol 27, Number 26, 2 July 1997, p. 4

⁸ Joint Pub 3-07.2, p. I-2

⁹ Joint Pub 1-01.1, p. 32

¹⁰ Joint Pub 3-07.2, p I-1

¹¹ Joint Pub 3-07.2, p. I-2

¹² Joint Pub 3-07.2, p, III-2

¹³ DODI 5210.84, Security of DOD Personnel at U.S. Missions Abroad, 1992, p.1-1

¹⁴ MOU Between DOS and DOD on Security of DOD Elements and Personnel in Foreign Areas, SECDEF Message DTG 162100Z Dec 97, pp. 1-2

¹⁵ Gotowicki, pp. 61, 65-66

¹⁶ "The Protection of U.S. Forces Abroad" p. 3

¹⁷ Joint Pub 3-07.2, pp. IV-2, IV-3

¹⁸ Joint Pub 3-07.2 (17 March 1998 version), p. IV-2

¹⁹ "U.S. Efforts to Combat International Terrorism," Statements by Ambassador Philip C. Wilcox, Jr., Department of State Coordinator for Counterterrorism before the House Appropriations Subcommittee on Commerce, Justice, and State, Washington, D.C., 12 March 1997, On-Line. Available via Internet: <http://www.state.gov/www/global/terrorism/970312>, p. 3

²⁰ "U.S. Efforts to Combat Terrorism: Federal Agencies' Efforts to Implement National Policy and Strategy," GAO/NSIAD-97-254, 26 September 1997, Para 0:3

²¹ GAO/NSIAD-97-254, para 3:2.2

²² GAO/NSIAD-97-254, para 1:3.1

²³ JP 3-07.2, p. I-2

²⁴ "DOD's Re-evaluation of the Force Protection Posture", Defense Issues Vol 11, Number 80, pp. 8-9

²⁵ "DOD Re-evaluation of the Force Protection Posture," p. 7

²⁶ "U.S. Efforts to Combat International Terrorism," Statements by Ambassador Eric Boswell, Assistant Secretary of State for Diplomatic Security before the House Appropriations Subcommittee on Commerce, Justice, and State, Washington, D.C., March 12, 1997. On-Line. Available via Internet: <http://www.state.gov/www/global/terrorism/970312.html>, p. 8



21ST

SEMI ANNUAL

JOINT DOCTRINE

WORKING PARTY

29-30 April 1998

Col Brodel, Chief of the Doctrine Division from the Joint Warfighting Center (JWFC) welcomed the attendees.

COL Hodge, Chief of the Joint Doctrine Division (JDD), J-7, Joint Staff announced that the new Chairman, General Shelton, stated that joint doctrine must define the way we will train and fight or operate, be authoritative and universally practiced, be authored by senior leadership and operationally proficient action officers, and taught/used by operational commanders. The Chairman also emphasized that we must leverage technology, continue to make doctrine more accessible, and think out of the box.. COL Hodge also stated select CJCS directives (about 60%) are included in the joint electronic library (JEL) on CD-ROM, the World Wide Web (WWW), and as part of the new Home Pages on the Global Command and Control System and SECRET Internet Protocol Router Network. Additionally, the front-end analysis (FEA) for the Joint Doctrine Electronic Information System is underway.

Lt Col Tim Malone from JDD discussed the status of six high visibility publications, specifically noting JP 3-09, "Doctrine for Joint Fire Support," will require a "Tank" session to settle the command relationship issue within the land AO and JP 3-01, "Joint Doctrine for Countering Air and Missile Threats," will start to move when JP 3-09 is approved (NOTE: JP 3-09 has been approved). He also reviewed the status of various joint doctrine products to include: 1) the CJCS Home Page now contains interactive joint doctrine modules on operational art and joint force employment, 2) the joint force employment video is being distributed and contains interviews of various senior military leaders, and 3) the joint force employment multimedia CD-ROM is on the Internet as a self-paced individual learning tool. He announced a new initiative called doctrine networked education and training (DOCNET)—an Internet-based course of instruction.

Lt Col Dana Willis of USTRANSCOM provided a decision brief on the consolidation of selected portions of JPs 3-18.1, "Joint Doctrine for Airborne and Air Assault Operations," and 4-01.1, "JTTP for Airlift Support to Joint Operations," into JP 3-17, "JTTP for Theater Airlift Operations," renaming the new publication as "Joint Air Mobility Operations." CDR Al Bougard of the JWFC provided the FEA, which concluded that consolidation would eliminate redundancy, fill a void in air refueling doctrine, leverage the assessment of JPs 3-17 and 4-01.1, and better serve the warfighter. Lt Col McRoberts of the USAF indicated the USAF should be the LA. **The JDWP unanimously agreed to consolidate (Note: JP 4-01.1 will be cancelled upon approval of revised JP 3-17). The LA issue will be settled off-line.**

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Mr. Gary Bounds of the USA provided a decision brief on the consolidation of JP 3-18.1 into JP 3-18, "Joint Doctrine for Forcible Entry Operations." The USA recommended the LA revise JP 3-18 in coordination with the USN and USMC to delete follow-on operations and add appendixes on amphibious and airborne and air assault operations. AFEA was not required. **The JDWP voted unanimously to consolidate. (Note: JP 3-18.1 will be cancelled upon approval of revised JP 3-18.)**

LTC Billy Mathews of USTRANSCOM provided a decision brief on expanding the scope of JP 4-01.5, "JTTP for Water Terminal Operations," and renaming it "JTTP for Terminal Operations." During the JP 4-01.5 revision, the JSDS indicated that air terminal operations should be included. LTC Roy Henderson of the JWFC provided the FEA, which concluded that expanding during the on-going revision will save resources. **The JDWP unanimously agreed to the proposal.**

CDR Vince Racenelli of J-4, Joint Staff briefed a proposal to develop joint environmental doctrine in the 3-series. There is no single source of guidance to the JFC and JPs do not address environmental resources and specialized equipment. LTC Roy Henderson of the JWFC provided the FEA, which recommended guidance be included in appropriate JPs under revision or development. Mr. Bounds of the USA stated a chapter could be added to JP 4-04 "Joint Doctrine for Civil Engineering Support." **The JDWP voted against having a separate environmental publication; the USAF, USCENCOM, USCG and USSPACECOM dissented. COL Hodge emphasized the appropriate doctrine would be included in various JPs.**

CDR Vince Racenelli of J-4, Joint Staff also proposed changing the LA for JP 4-04 from J-4 to the USN. He noted the Navy engineers' focus is civil engineering and have recent civil engineering experience in Somalia, Bosnia, and Haiti. **A FEA and a formal vote were not required, COL Hodge designated the USN as the new LA.**

Maj Randy Kee of USTRANSCOM provided a decision brief to replace Annex B of JP 4-01 with a description of the Joint Strategic Mobility Asset Apportionment Process (JSMAAP). He noted the Joint Transportation Board was a necessary Joint Staff tool to ensure equitable access to common-user transportation before establishment of USTRANSCOM as the Defense Transportation System single manager, but JSMAAP is now the logical answer. **The JDWP decided to implement through the normal publications change process.**

LTC Pete Stuart of USSOCOM briefed a proposal to consolidate JPs 3-05.3 and 3-05.5 into a new JP 3-05.1, "JTTP for Joint Special Operations Task Force Operations." Currently, JPs 3-05.3 and 3-05.5 are outdated, redundant, and not consistent with recently approved JP 3-05, "Doctrine for Joint Special Operations." MAJ Bill Braley of the JWFC provided the FEA, which concluded a doctrinal void exists regarding JSOTF operations and recommended consolidation. **The JDWP voted unanimously to consolidate JPs 3-05.3 and 3-05.5.**

CDR Allen of the USN provided a decision brief regarding the cancellation of JP 3-06, "Doctrine for Joint Riverine Operations." Generally, Service publications provide adequate guidance and there is no value added in developing JP 3-06. A FEA was not provided. Mr. Bounds of the USA stated that riverine operations should be addressed in other publications like JP 3-0. **The JDWP voted unanimously to cancel JP 3-06.**

COL John T. Plant of USEUCOM briefed a proposal to develop joint doctrine for the command estimate process. COL Hodge promised to further consider the proposal.

Col Tom Kelly, Director, Joint Combat Identification Office (JCIDO), briefed combat identification.

CAPT Russ Williams of J-7/EAD, Joint Staff briefed the CJCS Exercise Evaluation Program trend analysis.

Col Brodel of the JWFC briefed the JWFC-USACOM merger. He noted both organizations are on track for a 1 October 1998 implementation and the JWFC also will control the USACOM doctrine shop.

CAPT Chuck Driscoll of USACOM briefed that directive authority for logistics should be clarified. J-7/EAD, Joint Staff was assigned action for resolving the issue as a RAP.

LTC Ray Copeland of the J-2, Joint Staff briefed the status of JP 2-0, "Joint Doctrine for Intelligence Support to Operations." COL Hodge indicated J-2, Joint Staff will sponsor a working group to develop a battlespace definition.

LtCol Rocky Simpson of the J-6, Joint Staff proposed adding a new joint doctrine change category called "priority," which would require changes within 6 months. He also provided an information brief on the Joint Warrior Interoperability Demonstration (JWID).

MAJ Mike Avery of the USA Chemical School briefed the status of the multi-Service publication for NBC defense of fixed sites, ports, and airfields, which is in preliminary coordination and expected to be printed in November 1998.

CDR Mark Nichols from J-4, Joint Staff briefed the status of JP 4-01.6, "JTTP for JLOTS." He also provided a timeline for the revision of JP 4-0 with expected completion in February 1999.

LTC Steve Senkovich of the JWFC briefed the status of JP assessments. He also explained the new process of automatic initiation of the assessment upon publication approval to allow early identification of issues.

Mr. Butch Foley of the non-lethal weapons directorate of DOD discussed non-lethal weapons developments.

Lt Col John Chilstrom of USPACOM briefed crisis action planning (CAP) issues, which are a concern of USPACOM flag level officers. COL Hodge declared the issues would be addressed to the Joint Staff.

Group Captain Graham McMellin of Permanent Joint Headquarters (PJHQ) outlined joint and combined warfare doctrine development.

COL Hodge of J-7/JDD, Joint Staff discussed the implementation of *Joint Vision 2010*.

LTC Mike Goodwin of the USA briefed the USA's decision to align their doctrine with the joint hierarchy.

All briefings were followed by an open discussion period. The members discussed official adoption of a reference dictionary, publication distribution, development of JP 3-14, "Joint Doctrine; JTTP for Space Operations," staffing procedures, an interactive CD-ROM on the joint doctrine development process, and reassignment of JSOFI responsibilities to USSOCOM.

COL Hodge thanked the JWFC for their efforts in hosting the conference and announced the next JDWP would be held in late October 1998 at the JWFC.



JOINT PUBLICATION STATUS



SCHEDULED FOR APPROVAL OVER THE NEXT 6 MONTHS



PUB#	TITLE	PUB#	TITLE
1-0	Doctrine for Personnel and Administrative Support to Joint Operations	3-13	Joint Doctrine for Information Operations
1-01.1 Ch1	Compendium of Joint Publications	3-15 Ch1	Joint Doctrine for Barriers Obstacles and Mine Warfare
1-06	Joint Doctrine for Financial Management	3-16	Joint Doctrine for Multinational Operations
2-0 Ch1	Joint Doctrine for Intelligence Support to Joint Operations	3-33	Joint Force Capabilities
2-01.1	JTTP for Intelligence Support to Targeting	3-55 Ch1	Doctrine for Reconnaissance, Surveillance, and Target Acquisition Support for Joint Operations (RSTA)
2-02	National Intelligence Support to Joint Operations	3-59 Ch1	Joint Doctrine for Meteorological and Oceanographic Support
2-03	JTTP for Mapping, Charting, and Geodesy Support to Joint Operations	4-01.6 Ch1	JTTP for Joint Logistics Over the Shore (JLOTS)
3-01	Joint Doctrine for Countering Air and Missile Threats	4-05.1	JTTP for Manpower Mobilization and Demobilization Operations: Reserve Component (RC) Callup
3-07.3 Ch1	JTTP for Peacekeeping Operations	5-00.1	JTTP for Campaign Planning
3-07.6	JTTP for Foreign Humanitarian Assistance	5-00.2, Ch1	Joint Task Force Planning Guidance and Procedures
3-07.7	JTTP for Domestic Support Operations		
3-09.1 Ch1	Joint Laser Designation Procedures		

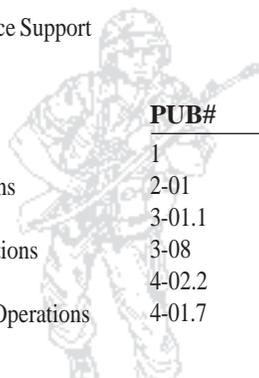
IN REVISION OVER THE NEXT 6 MONTHS

APPROVED SINCE APRIL 1998

PUB#	TITLE
0-2 Ch2	Unified Action Armed Forces (UNAAF)
1-01, Ch2	Joint Publication System, Joint Doctrine and JTTP Development Program
2-01.2 Ch1	Joint Doctrine and TTP for Counterintelligence Support to Operations
3-0 Ch1	Doctrine for Joint Operations
3-02 Ch1	Joint Doctrine for Amphibious Operations
3-11 Ch1	Joint Doctrine for NBC Defense
3-51 Ch1	Electronic Warfare in Joint Military Operations
3-55.1 Ch1	JTTP for Unmanned Aerial Vehicles
4-0 Ch1	Doctrine for Logistic Support to Joint Operations
4-01.5 Ch1	JTTP for Terminal Operations
4-02 Ch1	Doctrine for Health Service Support in Joint Operations
4-04 Ch1	Joint Doctrine for Civil Engineering Support

PUB#	TITLE
3-05 Ch1	Doctrine for Joint Special Operations
3-09	Doctrine for Joint Fire Support

UNDER ASSESSMENT



PUB#	TITLE
1	Joint Warfare of the Armed Forces of the United States
2-01	Joint Intelligence Support to Military Operations
3-01.1	Aerospace Defense of North America
3-08	Interagency Coordination During Joint Operations
4-02.2	JTTP for Patient Movement in Joint Operations
4-01.7	JTTP for Use of Intermodal Containers in Joint Operations

WITHIN 12 MONTH ASSESSMENT WINDOW

PUB#	TITLE	PUB#	TITLE
1-05	Religious Ministry Support for Joint Operations	3-09	Doctrine for Joint Fire Support
3-03	Doctrine for Joint Interdiction Operations	3-54	Joint Doctrine for Operations Security
3-04.1	JTTP for Shipboard Helicopter Operations	3-61	Doctrine for Public Affairs in Joint Operations
3-07.2	JTTP for Antiterrorism	4-01	Joint Doctrine for the Defense Transportation System
3-07.4	Joint Counterdrug Operations	4-02.1	JTTP for Health Service Logistics Support in Joint Operations
3-07.5	JTTP for Noncombatant Evacuation Operations		

Note: Ch1 is the 1st revision and Ch2 the second revision of the listed publication.

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World Wide Web Sites

Organization	Address
CJCS	dtic.mil/doctrine
USACOM JWFC	jwfc.js.mil OR jtasc.acom.mil
AFDC	hqafdc.maxwell.af.mil
ALSA	dtic.mil/alsa
TRADOC	147.248.133.36.doc1/ jadd.htm

Preface: <http://www>.

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JP Distribution



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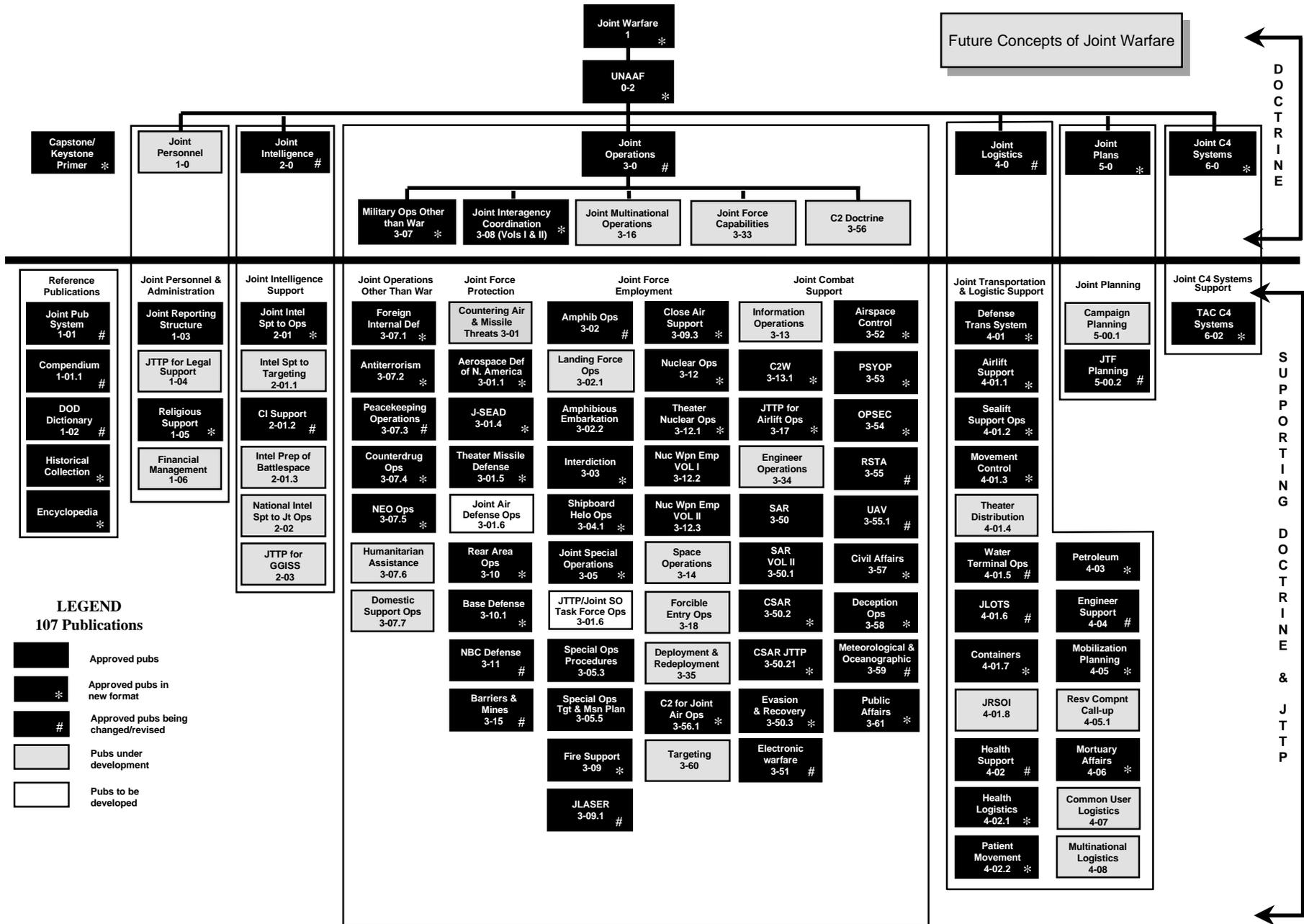


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JOINT DOCTRINE HIERARCHY

"As of 18 September 1998"



LEGEND 107 Publications

- Approved pubs
- Approved pubs in new format
- Approved pubs being changed/ revised
- Pubs under development
- Pubs to be developed

DOCTRINE ORGANIZATION UPDATES

JOINT STAFF, J-7, JOINT DOCTRINE DIVISION (JDD)

By COL Hank Hodge, USA, Division Chief

The past six months have been a fast-paced, challenging time for JDD. Several personnel shifts, forward movement on *JV 2010* Implementation, and release of new and revised joint publications have kept everyone in high gear.

JOINT VISION NEWS

Personnel Changes. The Joint Vision Branch had a large personnel turnover recently. Lt Col Erv Lessel, Lt Col Frank Hillson, and Lt Col Mark O'Connor have left for new and challenging assignments. New action officers include CAPT John Warnecke, USN, reporting from National Defense University (NDU)/Industrial College of the Armed Forces (ICAF). Captain Warnecke's previous experiences as a battle group air operations officer and squadron commanding officer aboard the USS CONSTELLATION (CV-64) will provide a unique perspective. Additional new members include: Lt Col Tom Tyrrell, USMC Infantry, reporting from NDU/ICAF; Lt Col Mike David, USAF C-141 pilot and Squadron Commander, also coming from NDU/ICAF; Lt Col Doc Colvin, USAF B-52 navigator, reporting from HQ USAF Air and Space Operations; and Capt Julie Walker, USAF Intern, from Kadena Air Base, Okinawa, Japan.

Desired Operational Capabilities and 21st Century Challenges. The JV 2010 Branch Chief, Col Del Turner and his new crew of joint vision action officers in conjunction with the USACOM Joint Warfighting Center (JWFC) have been busy implementing *Joint Vision (JV) 2010*. The CJCS-designated coordinating authorities (CA) have developed Desired Operational Capabilities (DOC) in collaboration with the combatant commands, Services, Office of the Secretary of Defense, Defense Agencies, and the USACOM JWFC. The DOC are a strategy to assess Challenges—capabilities we believe will satisfy *JV 2010*. The DOC were staffed and comments were reviewed and addressed by the CAs to ensure necessary changes were included. Re-staffing of the DOC in September 1998 ensured consensus with the changes and revisions. The 21st Century Challenges have been developed and refined, and assessment roadmaps are currently being finalized to define a series of events (e.g., exercises, experiments, wargames,

simulations, studies, etc.) to assess the DOC and their capacity to meet the Challenges.

Implementation Plan. The J-7 and USACOM JWFC continued to coordinate and guide the collaborative process of developing a common, integrated, and synchronized implementation plan. The Chairman of the Joint Chiefs of Staff's (CJCS) Joint Vision Implementation Master Plan is currently being worked for final staffing.

Assessment Events. The Joint Vision Working Group held Integration Conference #3 at the USACOM JWFC on Fort Monroe, VA from 11-12 August 1998. Its purpose was to review CA candidate assessment events, report to the joint community on the assessment strategies developed by each CA for operationalizing *JV 2010*, and review the road ahead. The conference obtained assessment event sponsors' support of the *JV 2010* assessment and experimentation effort. It was a successful conference with great support.

Joint Experimentation. USACOM/J9, "Joint Experimentation Directorate," will host a USACOM Campaign Plan, Concept Development Workshop, at the JWFC from 15-17 September 1998. The purpose was to explore working operational concepts and evaluate joint warfighting capabilities within the CJCS program to implement *JV 2010* and future joint warfighting visions. Participants discussed key joint integrating concepts that focused on the mid-term (2010), and gained the opportunity to become familiar with the joint experimentation process.

JOINT DOCTRINE NEWS

Personnel Turnover. The summer rotation is finally complete. LTC Greg Heritage has retired from the Army and is pursuing a goal of practicing law by attending George Mason University as a full time law student. Newcomers to JDD are MAJ Roy Fox (Greg's replacement) and Maj Steve Smith. MAJ Fox came to us from the College of Naval Command and Staff. Roy is an Army aviator and is already off to a flying start. Maj Smith is an Air Force communications and information officer. He came to us from Shaw Air Force Base where he served as Commander, 20th Communications Squadron. Also new is LTC Ed Daily, an artillery officer, who reported to us in July 1998 from the US Army War College. In addition to his primary function as the Reserve Component Advisor to the J-7, Ed lends his expertise to both the Joint Doctrine and JV 2010 Branches.

Publications of Interest. There has been a lot of joint publications activity recently. JP 3-09, "Doctrine for Joint Fire Support," has finally been approved after a long and tumultuous coordination and approval process—it was signed on 12 May 1998. Congratulations to all for getting this publication approved and disseminated. Now
(Continued on next page)

that JP 3-09 is behind us, we can focus on others such as JPs 3-01, "Joint Doctrine for Counterair," and 3-16, "Joint Doctrine for Multinational Operations." Further, the long delayed revision of JP 3-0, "Doctrine for Joint Operations," is progressing nicely under the leadership of the J-3, Joint Staff. Furthermore, the long awaited revision of JP 5-00.2, "Joint Task Force Planning Guidance and Procedures," is nearing completion. Comments from the field indicate that the latest draft sufficiently reflects joint task force (JTF) requirements, organization and staffing, and JTF staff directorate responsibilities.

Joint Publication Printing Status. Printing and distribution of JP 3-05, "Doctrine for Joint Special Operations," is complete. JP 3-09, "Doctrine for Joint Fire Support," and the June 1998 version of the Joint Electronic Library (JEL) are being distributed. JPs 1-0, "Doctrine for Personnel Support to Joint Operations," 2-02, "National Intelligence Support to Joint Operations," 3-15, "Joint Doctrine for Barriers, Obstacles, and Mine Warfare," 4-01.6, "JTTP for Joint Logistics Over-the-Shore (JLOTS)," and 4-05.1, "JTTP for Reserve Component (RC) Callup," are currently in the approval process and will be next in the print queue:

Electronic Distribution. We are continuing to make doctrine and related material more widely available on both the Internet and Global Command and Control System (GCCS). Please explore and use these data sources. As always, your feedback is encouraged. Recent highlights include:

- **SECRET Internet Protocol Router Network (SIPRNET) E-mail.** We are attempting to build a separate SIPRNET address group. Once SIPRNET mail distribution is operational, we will have three electronic means of pushing information—AUTODIN message, unclassified Internet e-mail, and SIPRNET e-mail.
- **Classified Publications.** One publication has been posted on GCCS, and we are currently working to get all classified doctrine on GCCS.
- **CJCSI/Ms.** Most have been added to the Chairman's Joint Doctrine World Wide Web site and the JEL CD-ROM at the request of the joint doctrine development community (i.e., October 1997 JDWP). However, this effort is somewhat limited by the availability of electronic versions and some CJCSI/Ms have not been released for Internet distribution.

Joint Doctrine Electronic Information System (JDEIS). JDEIS is an interactive database of doctrine which is linked to related material (e.g., Universal Joint Task List, lessons learned etc.). The Joint Staff has

funded its development and the Front End Analysis is nearly complete. We are planning visits to the combatant commands in the near future to solicit ideas and feedback.

Doctrine Networked Education and Training (DOCNET). The concept for DOCNET is an Internet-based education and training package for the total force. It will be tailored to various audiences; formal schools, just-in-time training, refresher training, etc. Although only partially funded, work has begun on the first three instructional modules. Currently, we are interfacing with the Services' primary military education institutions.

1998 English/French Speaking Nations (ESN/FSN) Panel and NATO Terminology Conference. The 1998 ESN/FSN Panel and NATO Terminology Conference was held concurrently from 15-19 June 1998 to expedite NATO process decision making. Participating nations were: Belgium, Canada, France, Germany, Italy, the Netherlands, Spain, Turkey, the United Kingdom (UK), and the United States in addition to representation from NATO Headquarters, Allied Command Atlantic (ACLANT), and Allied Command Europe (ACE). Five ESN/FSN nations (Belgium, Canada, France, UK, and US) constituted the ESN/FSN panel. Joint Staff, J-7 and Service terminologists represented the United States. All attending nations functioned collectively as the "NATO Terminology Conference Meeting" to address issues above the ESN/FSN level. NATO Headquarters and the Major NATO Commands (ACLANT and ACE) participated as nonvoting members at the Panel and the NATO meeting.

- Twenty-six of the thirty-eight terminology issues in the Panel-NATO agenda were resolved with the other twelve deferred for study. Other agenda items included the revised NATO Standardization Agreement for AAP 6, "NATO Glossary of Terms and Definitions," (English and French); enhanced use of the Internet by NATO; and declassification of AAP-6 and AAP-15, "Glossary of Abbreviations Used in NATO Documents," allowing the publications to be posted on the Internet.
- The agreements conformed with US positions and reflected the significant impact of US joint doctrine on allied joint doctrine. When promulgated, NATO-agreed terminology will be staffed by Service and other DOD terminologists for acceptance by DOD and subsequent inclusion in JP 1-02, "DOD Dictionary of Military and Associated Terms."

JOINT DOCTRINE WEB SITE ON GCCS

JDD has placed the Joint Doctrine WWW site on the SIPRNET/GCCS at:

<http://nmcc20a/users/dj9j7ead/doctrine/index.html>

JOINT AND ARMY DOCTRINE DIRECTORATE (JADD), US ARMY TRAINING AND DOCTRINE COMMAND (TRADOC)

By COL Michael L. Smith, USA, Director

JADD writes and reviews Joint and Army Doctrine per JP 1-01, "Joint Publication System, Joint Doctrine, and Joint Tactics, Techniques, and Procedures Development Program," and the TRADOC Doctrinal Literature Program. JADD continues to serve as the chair and host for TRADOC's Semi-Annual Army Doctrine Conference and as TRADOC's executive agent for interface with the combatant commands, Air Land Sea Application (ALSA) Center, and the other Services' doctrine centers and commands. JADD's Director is COL Michael L. Smith. He can be reached at DSN 680-3951 or e-mail: smithm@monroe.army.mil. Your questions or comments are truly welcome.

Army Doctrine (AD) XXI. JADD is pursuing a series of initiatives to develop and implement a doctrinal system tailored to meet the needs of the Army in the 21st Century. Overall, the AD XXI concept recognizes the increasingly joint, interagency, and multinational nature of military operations. Additionally, it underscores the need to exploit information technologies and automation to enhance effectiveness, improve efficiency, and reduce costs in the development, production, distribution, and use of Army doctrine. Specific proposals included in this concept were presented to the Commanding General, TRADOC, in November 1997. The primary recommendation was to revise the Army doctrine numbering system to conform with the joint doctrine system and to redesign the Army doctrine hierarchy in a fashion similar to the joint doctrine hierarchy. This proposal has been favorably reviewed by all TRADOC schools/centers and the field Army. Since the November 1997 briefing, JADD has refined the initiatives of AD XXI to include institutionalizing a Reserve Component Outreach Program. This initiative recognizes that future US military operations will draw extensively on the capabilities found in the US Army's reserve components (Army Reserves and National Guard). Moreover, there is a broadly accepted sensing that the myriad changes in US Army doctrine, AD XXI-related refinements, and several other factors require the active participation of and close coordination with the US Army's reserve components. Hence, the purpose of this program is to expand the current role of the US Army's reserve component in Army doctrine development. Our POC is LTC Mike Goodwin at DSN 680-3560 or e-mail: goodwinm@monroe.army.mil.

The Doctrine Developer's Course (DDC) is a component of the AD XXI initiative. It provides officers

and NCOs who are newly assigned to doctrine positions with the basic knowledge to effectively and efficiently develop, write, staff, and publish Army doctrine. Participants receive hands on training with the Automated Systems Approach to Training-Doctrine module, the Army Doctrine and Training Digital Library, and the Center for Army Lessons Learned's Virtual Research Library. While the mass of doctrine and TTP is increasing due to Army XXI initiatives and new Army operations, personnel and funding are declining. The DDC helps doctrine proponents maximize the use of limited personnel and resources. The course mitigates these shortfalls by providing doctrine-writers with guidance to perform their duties and thereby reducing the ramp-up time for newcomers. The future plan for the development of the DDC will be to make it exportable via CD ROM and to offer the course in distance learning facilities and/or the Internet. Until an exportable package is developed classroom sessions will be conducted quarterly. Course dates for the next DDCs are 20-23 October 98; 25-28 January 99; 3-6 May 99; 16-19 August 99. Our POC is LTC Ken Gaines at DSN 680-4225 or e-mail: gainesk@monroe.army.mil.

"Joint Warfighters" Joint Test and Evaluation (JT&E) was chartered in June 1997. The focus of "Joint Warfighters" is the prosecution of time-sensitive surface targets in joint operations. TRADOC is the Army's sponsor. The actual test phase will be a three-year effort with a budget of approximately \$20 million, plus up to 60 military, civilian, and contractor personnel authorizations from all the Services' test and evaluation agencies. Our POC is LTC Bill Floyd at DSN 680-2778 or e-mail: floydb@monroe.army.mil.

Homeland Defense. JADD became the office of primary responsibility for TRADOC in examining the implications of this National Defense Panel recommendation on Army doctrine and related developments. JADD will brief the status of its efforts at the 14-15 October 1998 Joint Doctrine Working Party (JDWP). Our POC is Mr. Richard Rinaldo at DSN 680-2965 or e-mail: rinaldor@monroe.army.mil.

Consequence Management. JADD continues to monitor development of this concept, which is closely related to homeland defense requirements, with a view toward changes in both joint and Army doctrine. A short briefing can be found at www.tradoc.army.mil/docdocs/. Our POC is Mr. Richard Rinaldo at DSN 680-2965 or e-mail: rinaldor@monroe.army.mil.

Joint Military Operations on Urban Terrain (MOUT). JADD will present a Joint MOUT briefing at the next October 1998 JDWP in coordination with the J-8, Joint Staff, Urban Working Group. The briefing will

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recommend the JDWP approve the writing of a stand-alone joint doctrine publication on MOUT which will provide joint commanders operational-level doctrine for this difficult environment. The briefing will also recommend that the Army be the lead agent and that the USMC serve as the technical review authority. Our POC is LTC Frank Abbott at DSN 680-3892 or e-mail: abbottf@monroe.army.mil.

NATO Doctrine Program. One of JADD's action officer's (LTC Floyd) is the US Head of Delegation (HOD) to the NATO Land Forces Tactical Doctrine and Operational Procedures Working Party. He is responsible for establishing the US position in coordination with the Air Force and Marine Corps Doctrine Centers for 17 Standing and 7 proposed Standardization Agreement (NATO) (STANAG) documents. He is the custodian of STANAGs 2014, "Operations, Warning and Admin/Service Support Orders," and 2020 "Operational Situation Reports." He is the US HOD on a working panel responsible for studying and coordinating proposed modifications to STANAG 2434/APP-9, "Compendium of Allied Land Forces Messages." He is the Army POC responsible for coordination of the Army position on STANAG agreements maintained by the Amphibious Warfare and Air Operations Working Parties. He coordinates the TRADOC position for all other STANAG documents. LTC Floyd can be reached at DSN 680-2775 or e-mail: floydb@monroe.army.mil.

KEY PUBLICATIONS UPDATES

FM 100-5, "Operations." The 1998 edition will be the fourteenth in a series that began in 1905 and the second edition published since the end of the Cold War. It will express our best understanding of how to wage all types of Army operations today and tomorrow. It will reflect the lessons of nearly a decade of post-cold war experience, assessments of technological advancements, sound theory, and an appreciation of proven fundamentals and principles. It will address the full range of operations the US Army expects to execute—offense, defense, stability, and support. It confirms that the nation will, as it has for 200 years, call on the Army to conduct a wide array of operations. In October 1997, the USA Combined Arms Command (CAC) completed initial Army-wide staffing of the final draft. Based on comments received, a revised final draft was developed and staffed Army-wide. Additional information is available on the CAC Internet Home Page at: <http://www-cgsc.army.mil/cdd/f465/f465.htm>. Our POC is LTC Gaines at DSN 680-4225 or e-mail gainesk@monroe.army.mil.

NOTE: Joint publication drafts described below may be found in the "draft pubs" (password protected) section of the JEL on the WWW at <http://www.dtic.mil/doctrine/jel/jointpub.htm>.

JP 3-07.3, "JTTP for Peace Operations," expands the previously approved JP 3-07.3, "JTTP for Peacekeeping Operations," to include peace enforcement. It is in final coordination (FC) and expected to be approved during the 1st Qtr of FY 99. Our POC is Mr. Richard Rinaldo at DSN 680-2965 or e-mail: rinaldor@monroe.army.mil.

JP 3-07.6, "JTTP for Foreign Humanitarian Assistance," describes the interface and coordination required between the joint task force and other governmental agencies, non-governmental organizations, private voluntary organizations, and international organizations likely to be involved in humanitarian assistance. Consequence management is addressed. It is at the Joint Staff for final coordination. Our POC is Mr. Richard Rinaldo at DSN 680-2965 or e-mail: rinaldo@monroe.army.mil.

JP 3-07.7, "JTTP for Domestic Support Operations," provides guidance to joint forces in conducting support within the continental US, Alaska and Hawaii, and US territories and possessions. The major categories of military support to civil authorities to law enforcement agencies are addressed. It is in preliminary coordination. Our POC is Mr. Richard Rinaldo at DSN 680-2965 or e-mail: rinaldor@monroe.army.mil.

JP 3-09.1, "JTTP for Laser Target Designation Operations," provides planners and users with information on laser designators, acquisition devices, and laser-guided munitions. It describes laser planning and coordination procedures and laser system capabilities and operations. It also provides guidance regarding safety considerations, general information on laser codes, and reference information. The preliminary coordination version has been released for staffing by the J-7, Joint Staff. Our POC is LTC Floyd at DSN 680-2778 or e-mail: floydb@monroe.army.mil.

JP 3-15, "Joint Doctrine for Barriers, Obstacles, and Mine Warfare," provides guidelines for the planning and execution of theater strategy, campaigns and joint operations during peacetime or combat operations. It also describes command and control, employment, and countering enemy employment. The 2nd FC version is being reviewed by the Joint Staff. Our POC is LTC Ham at DSN 680-3444 or e-mail: hams@monroe.army.mil.

JP 3-18, "Joint Doctrine for Forcible Entry Operations," addresses forcible entry principles associated with command and control, planning, execution, and support, as well as the interface between airborne, special operations forces, and naval expeditionary forces (amphibious forces). A revision of the proposed final pub has been completed by ALSA. The Joint Staff is currently reviewing the publication. Our POC is LTC Ham at DSN 680-3444 or e-mail: hams@monroe.army.mil.

JP 3-34, "Engineer Doctrine for Joint Operations," was approved for development by the October 1996 JDWP. Its scope is to provide joint force commanders and their staffs with current engineer doctrine, across the range of military operations. The second draft was distributed for worldwide review in April 1998. Final approval is anticipated for 2nd Qtr of CY 99. Our POC is LTC Ham at DSN 680-3444 or e-mail: *hams@monroe.army.mil*.

JP 3-56, "Command and Control Doctrine for Joint Operations," provides overarching guidance on the application of joint force command and control principles in joint operations. It includes information management processes, systems support, and organizational principles. It was assigned to HQ TRADOC for re-write on 26 January 1996. The draft has been developed through a process of literature research, interviews with senior joint staff officers (flag level), and collaboration with an expert writing team from the Armed Forces Staff College. A final draft will be forwarded to the lead agent for further action. Our POC is LTC Gregory at DSN 680-3454 or e-mail: *gregoryr@monroe.army.mil*.

JP 3-60, "Doctrine for Joint Targeting," addresses joint targeting across the range of military operations, including TTP for selection, coordination, deconfliction, and synchronizing the attack of time-sensitive targets. The Air Force Doctrine Center is currently developing the second draft. Our POC is LTC Floyd at DSN 680-2778 or e-mail: *floydb@monroe.army.mil*.

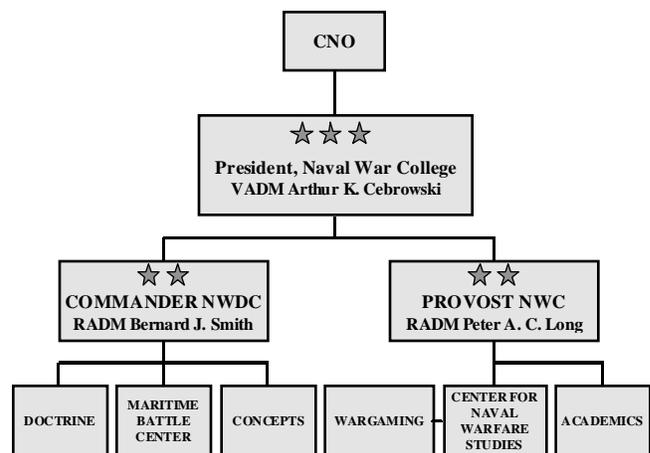
JP 4-07, "JTTP for Common User Logistics During Joint Operations," will standardize guidance across logistics functional areas and provide a single source publication for conducting common user logistics operations within a theater and a joint task force. The program directive was approved on 16 June 1997. The first draft is being reviewed. Our POC is LTC Burch at DSN 680-2888 or e-mail: *burch@monroe.army.mil*.

JP 5-00.1, "Doctrine for Campaign Planning," provides fundamental principles for the planning of theater and subordinate campaigns and expands on guidance found in JPs 3-0, "Doctrine for Joint Operations," and 5-0, "Doctrine for Planning Joint Operations." It focuses on the application of operational art, elements of design, and the integration of strategic and operational functions. It is undergoing revisions directed by the Joint Staff intended to clarify introductory principles, more closely integrate the elements of design with the campaign model, and expand the discussion of subordinate campaign planning. Our POC is LTC Gregory at DSN 680-3454 or e-mail: *gregoryr@monroe.army.mil*.

NAVY WARFARE DEVELOPMENT COMMAND (NWDC)

By CAPT Larry Lewandowski, USN

The Chief of Naval Operations expanded the mission and tasking of the Naval War College as part of preparing the Navy for the 21st century. The President of the Naval War College was designated a Vice Admiral billet to fully empower the revised organization. The academic portion of the War College remains fundamentally unchanged except for the addition of a two-star Provost billet. The Naval Doctrine Command (NDC) was disestablished and a new command has been created reporting to the Naval War College President, the Navy Warfare Development Command (NWDC). The new command has three departments, each led by a post major command Navy Captain as shown below.



Naval War College Organization

DOCTRINE DEPARTMENT

The NWDC Doctrine Department will perform the doctrinal functions of the former NDC, which include development and distribution of doctrine and TTP. The Doctrine Department will produce new TTP to support fleet deployment of concepts validated through experimentation. It will continue to manage and update the existing Navy Doctrine Continuum (i.e., overarching Naval Doctrine Publications, Naval Warfare Publications, Fleet Tactical Library, etc.). The Doctrine Department also will serve as the focal point for Navy input to International Standardization and other Service, joint, NATO, and Allied doctrine.

MARITIME BATTLE CENTER (MBC)

The MBC's mission is to examine innovative warfighting concepts and emerging technologies through concept driven experimentation. Its main focus is the Fleet Battle Experiment (FBE) series conducted with the numbered fleets. FBEs are designed as genuine experiments to learn

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about the "art of the possible" based on a vision or concept of what could be. The FBEs concentrate on innovation by experimenting with future operational capabilities. FBEs are not graded exercises, but experiments with hypotheses and carefully considered, specific measures of effectiveness. Unlike an inspection, failure is acceptable as a learning experience. FBEs influence changes to doctrine and TTP, accelerated fleet introduction of technological advances, formulation of new operational requirements, ideas for warfare concepts which can be pursued by the Concept Development Department, and future experimentation ideas.

CONCEPT DEVELOPMENT DEPARTMENT

The mission of the Concept Development Department is to harvest innovative ideas and concepts from primarily and most importantly members of the fleet. Other sources include Navy laboratories and centers of excellence, systems commands, the science and technology community, the Marine Corps and the other Services and their battle laboratories, the Joint Battle Laboratory, industry, and academia. Concept Development will use gathered data to develop warfare concept papers to describe "ideas of what things should be." For example, they may describe what future naval warfare command and control, communications, computers, sensors and engagement should be in 7 to 15 years. These concept papers will be shared with the fleet and the remainder of the Navy to get comments and recommendations for revision and improvement. The fundamental desire is not just to develop solid naval warfare concepts but also to get the fleet and the shore establishment actively engaged in development and innovation. The success and vibrancy of the NWDC's concept development initiative will largely depend on fleet interest and input. Cross-departmental teams drawn from all three NWDC departments will work along thematic lines to shorten the idea-experimental assessment-doctrine/TTP cycle.

The newly reorganized Naval War College is a facilitator for Navy warfighting innovation. The new organization ties together an operationally current student body, a superb faculty, the CNO Strategic Studies Group, proven wargaming and modeling capabilities, a concept development group, an operational experimentation group, and the center for Navy doctrine and TTP. This center of excellence is designed to help the Navy fight smarter in the new millennium.

HEADQUARTERS, AIR FORCE DOCTRINE CENTER (HQ AFDC)

By Lt Col Wade McRoberts, USAF, AFDC Det 1

HQ AFDC welcomes Maj Gen Timothy Kinnan as its new Commander. Maj Gen Kinnan is a fighter pilot, and most recently was the Commandant at Air War College.

Maj Gen Ron Keys, the former Commander, is now the J-3 at USEUCOM. In addition, Col (Sel) Bob Hinger is the new Director, Joint Integration at AFDC Det 1, Langley AFB. He comes from McGuire AFB, where he was a C-141 squadron commander. Col Bob Coffman, the previous Director, has retired.

AIR FORCE PUBLICATIONS UPDATE

Air Force Doctrine Document (AFDD) 2, "Organization and Employment," has been approved by the Air Force Chief of Staff. This companion piece to AFDD 1, "Air Force Basic Doctrine," describes how the Air Force organizes and employs throughout the range of military operations. AFDD 2 is the capstone document of the operational doctrine series for preparing and employing aerospace power.

Also approved are AFDDs 1-1, "Air Force Task List," 2-2, "Space Operations," and 2-5, "Information Operations."

Published AFDDs may be accessed on the AFDC Web Site at <http://www.hqafdc.maxwell.af.mil>, or <http://www.usafdoctrine.maxwell.af.mil>.

JOINT PUBLICATION UPDATE

The recent approval of JP 3-09, "Doctrine for Joint Fire Support," settled many issues and established principles and concepts that will be included in other joint publications, including **JP 3-60, "Doctrine for Joint Targeting."** A working group will convene as soon as possible, followed closely by the second draft. This publication provides doctrinal guidance for joint targeting across the spectrum of military operations, and includes JTTP-level guidance for coordinating, deconflicting, and synchronizing the attack of time-sensitive targets, both mobile and fixed. Many comments from the first draft addressed concerns with chain-of-command and scope of authority issues, especially when dealing with time-sensitive targets.

MARINE CORPS COMBAT DEVELOPMENT COMMAND (MCCDC), DOCTRINE DIVISION, JOINT BRANCH

By Col R. K. Dobson, Jr., USMC, Director

The Joint Branch of MCCDC's Doctrine Division is presently engaged in several aviation issues relevant to the joint community. The two areas of concern involve JPs 3-09.3, "Joint Tactics, Techniques, and Procedures for Close Air Support (CAS)," and 3-01, "Joint Doctrine for Countering Air and Missile Threats."

The US Marine Corps is the lead agent for JP 3-09.3, and members of the Joint Branch recently attended a Joint CAS Symposium where this publication was a major

concern. The symposium was sponsored by the Aviation Plans, Programs, and Budget Branch of the Aviation Department at Headquarters Marine Corps and conducted from 25-28 August 1998 at Marine Corps Air Station (MCAS) Yuma, AZ. Marine Aviation and Weapons and Tactics Squadron One (MAWTS-1), the Marine Corps' premier experts on all aviation matters, hosted the symposium. It was designed to be a critical "first step" in the development of an integrated process to address current CAS initiatives and increase information flow with other Services who conduct CAS. One of the Symposium's main goals was to coordinate the framework for a Joint CAS Executive Steering Committee, which would have the Marine Corps Deputy Chief of Staff for Aviation acting as co-chairman along with the Joint Staff, J-7. Symposium attendees included members from the All Services Combat Identification Team, the Joint Test and Evaluation Directorate, the Naval Strike and Air Warfare Center, the United States Air Force Air/Ground Operations School, and the various Service Doctrine Centers. The agenda included two days of presentations from the various units and commands, followed by one day of working groups discussing current CAS issues. The final day was devoted to presentations from the working groups and a summary wrap-up.

MCCDC is closely monitoring the progress of JP 3-01, since its contentious issues will likely be addressed at a Pentagon Tank session in the near future. Our concerns are the "counterair construct," and the implied senior-subordinate relationship that results between the joint force air component commander, area air defense commander, and the airspace control authority.

Lastly, the Doctrine Division Joint Branch has welcomed two new members. LtCol Mark Triplett reported aboard Doctrine Division on 12 August 1998 to assume duties as Head of the Joint/Amphibious Branch. LtCol Triplett came from Third Marine Expeditionary Force where he served as the force fires coordinator. He can be reached by telephone at DSN 278-2871 or e-mail: triplettm@quantico.usmc.mil. Major Carl Haselden reported aboard on 10 August 1998 as a joint doctrine action officer. Major Haselden formerly served as the NATO/EUCOM plans officer on the staff of Commander, Amphibious Group Two, at Naval Amphibious Base, Little Creek, VA. Major Haselden can be reach by telephone at DSN 278-3617 or e-mail: haseldence@quantico.usmc.mil.

AIR LAND SEA APPLICATION (ALSA) CENTER

By COL Bristol Williams, USA, Director

The last six months were very busy as we prepared multiservice tactics, techniques, and procedures (TTP) publications requested by the joint warfighter. We have hosted several working groups, researched numerous new projects, and published for distribution much-anticipated documents. These publications are available through the

individual Service distribution systems and on the ALSA Home Page. The following paragraphs will provide a quick review of the status of projects currently ongoing or published during the preceding months.

Recently released ALSA publications include:

- Multiservice Procedures for the Joint Application Of Firepower (J-FIRE), November 1997
- Handbook for Reprogramming of Electronic Warfare and Target Sensing Systems (Reprogramming), April 1998
- Multiservice Procedures for Joint Air Attack Team Operations (JAAT), June 1998
- Multiservice Procedures for the Theater Air-Ground System (TAGS), July 1998
- MTTP for JTF Liaison Operations, August 1998

There are several ongoing projects in various stages of development that are on schedule for publication. Below is a summary of some of the soon to be released publications. If you need information on any of these subjects, you should contact ALSA directly by phone or e-mail. The ongoing projects are:

- **MTTP for Army Air and Missile Defense Command–Air Operations Center Coordination (AAMDC/AOC)** will document methods used to coordinate AAMDC operations for the Army forces (ARFOR) with AOC operations for the joint force air component commander (JFACC)/area air defense commander (AADC)/airspace control authority (ACA). It defines command and control relationships between AAMDC and AOC regarding theater missile defense and it will include the role of the battlefield coordination detachment (BCD) as the principal liaison element from ARFOR to the JFACC. It will address AAMDC/AOC coordination and integration procedures in five areas: intelligence preparation of the battlespace (IPB); passive defense; active defense; attack operations; and command, control, communications, computers, and intelligence. This MTTP will specifically address integration between the AAMDC and the AOC, however, some of the principles, relationships, and processes described may apply in other circumstances (e.g., when NAVFOR or MARFOR is JFACC/AADC/ACA). It will provide readers with a common frame of reference for establishing effective working relationships. **Current Status:** The 2nd Joint Working Group is scheduled for 19-23 October 1998. Our POCs are LTC Morris and Maj Feaga at DSN 574-5934 or e-mail: brett.morris@langley.af.mil or keith.feaga@langley.af.mil.

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- **MTTP for Bomber-Maritime Operations (BMO)** will discuss integration of USAF bombers (B-52, B-1, B-2) with naval maritime forces. It delineates bomber capabilities/limitations, provides bomber strike mission participants with comprehensive information on naval maritime procedures, discusses planning procedures, and highlights key tactical considerations for weapon system integration. The MTTP will better educate our joint forces, contribute to more efficient utilization of bomber assets, and enhance joint strike operations (Classification: SECRET). **Current Status:** The final coordination version was developed in May 1998 and sent out for worldwide comments. Our POC is CDR Woodard at DSN 574-5934 or e-mail: *jim.woodard@langley.af.mil*.
- **MTTP for Integrated Combat Airspace Command and Control (ICAC-2)** will facilitate coordination, integration, and regulation of combat airspace during exercises, contingencies, and other operations where more than one Service must share airspace for operational use. It will outline the importance of an integrated airspace control function on the battlefield and describe the organization responsible for airspace control in joint operations. It will define procedures for planning, implementing, executing, and deconflicting airspace, including addressing specific airspace control issues for specialized missions. It also will outline the information, interfaces, and communications supporting the integrated airspace control function. **Current Status:** The 2d Working Group was held from 1-4 September 1998. Our POC is Maj Vehr at DSN 574-5934 or e-mail: *mary.vehr@langley.af.mil*.
- **MTTP for Joint Air Traffic Control Operations (JATC)** will provide TTP for initial, transition, and sustained JATC operations. It will address ATC doctrine, forces, capabilities, and equipment. This project resulted from a recommendation made in ALSA's 21 Feb 97 JATC Study (available from ALSA's Home Page at: <http://www.dtic.mil/alsa>). **Current Status:** The signature draft is out for command approval. Our POC is Maj Vehr at DSN 574-5934 or e-mail: *mary.vehr@langley.af.mil*.
- **MTTP for JTF Headquarters Information Management (JTF HQ IM)** will provide an information management architecture to efficiently distribute, control, and protect information within the JTF headquarters. It will provide techniques for filtering, fusing, and prioritizing information. **Current Status:** The signature draft out for command approval. Our POCs are LTC Zoellers or Maj Woodson at DSN 574-5934/36 or e-mail: *william.zoellers@langley.af.mil* or *penny.woodson@langley.af.mil*.
- **MTTP for Joint Theater Missile Target Development (JTMTD)** will document TTP for joint theater missile (TM) target development in early entry and a mature theater of operations. It will focus on providing a common understanding of the TM target system and information on the component elements involved in attack operations target development. It will address integration of the IPB methodology as it applies to TMs, collection management, and target development to include sensor employment considerations to support those operations. It is intended to help JTF and subordinate component commanders and their staffs develop a cohesive approach to conducting offensive operations against TM forces. **Current Status:** The signature draft is out for command approval. Our POCs are LTC Morris and Maj Feaga at DSN 574-5934 or e-mail: *brett.morris@langley.af.mil* or *keith.feaga@langley.af.mil*.
- **MTTP for the Tactical Employment of Non-Lethal Weapons (NLW)** will discuss the mission of NLW, the threats NLW are designed to counter, system descriptions, system vulnerabilities, system interoperability, personnel requirements, training requirements and methods, safety requirements, and operational employment. It will specifically address currently fielded commercial and government off-the-shelf NLW. Coordination with the Services and the Coast Guard has been maintained during development. **Current Status:** Scheduled for publishing during October 1998. Our POC is Maj Vehr at DSN 574-5934 or e-mail: *mary.vehr@langley.af.mil*.
- **MTTP for Army and USMC Forces Conducting Night and Adverse Weather Operations (NIGHT)** will describe Army and Marine Corps night, limited visibility, and adverse weather operations at the tactical level. It will revise and update environmental and planning factors related to night and adverse weather air and ground operations and will describe the night capabilities embedded in Marine and Army tactical organizations to provide the user with key information for planning integrated operations. It addresses both conventional and military operations other than war and provides updated threat capabilities based on varying geographic regions. The appendices of this manual will update the descriptions and illustrations of current night equipment. **Current Status:** The signature draft is being edited. Our POCs are LTC Bilyeu and Maj Chewing at DSN 574-5934 or e-mail: *elisabeth.bilyeu@langley.af.mil* or *sheila.chewing@langley.af.mil*.
- **MTTP for Suppression of Enemy Air Defenses (SEAD)** will provide the JTF and subordinate component commanders, their staffs, and SEAD operators with a single, consolidated reference that discusses the employment of intelligence, surveillance, and reconnaissance (ISR) assets and electronic and destructive attack weapons systems. It will document TTP for SEAD-related ISR systems, electronic and destructive attack aircraft, fires, and other assets at the SECRET level. **Current Status:** The 2d Joint Working Group was held from 18-21 August 1998. The final coordination

draft went out for staffing during September 1998. Our POCs are Maj. McDonald and MAJ Deneff at DSN 574-5934 or e-mail: *louis.mcdonald@langley.af.mil* or *wayne.deneff@langley.af.mil*.

- **MTTP for Survival, Evasion, and Recovery** will be a consolidated quick reference guide for basic survival, evasion, and recovery information. It will be printed on light green, weatherproof stock and be pocket-sized for portability. The guide will include basic information on sustenance (food and water), personal protection, medical, personal hygiene, movement techniques, navigation, evading the enemy, signaling, recovery operations, and induced conditions (nuclear, biological, and chemical). **Current Status:** The 2d Joint Working Group was held from 28-31 July 1998. The final coordination version went out for review in September 1998. Our POCs are LTC Zoellers and Maj Woodson at DSN 574-5934 or e-mail: *william.zoellers@langley.af.mil* or *penny.woodson@langley.af.mil*.
- **MTTP for TADIL-J/Link 16 Operations (TADIL-J/Link 16)** provides the warfighter and JTF planners and staff members with unclassified planning and operational guidance on TADIL J/Link 16. It can be used to gain an understanding of TADIL J/Link 16 operations, its role in the multi-TADIL world, and its impact on plans and operations. It also will serve as a central locator for TADIL J/Link 16 references, manuals, and points of contact to maximize combat effectiveness and enhance mission planning and coordinated execution. **Current Status:** The 2d Working Group was held from 14-17 July 1998 and the first draft went out for review during September 1998. Our POCs are LTC Bilyeu and Maj Chewing at DSN 574-5934 or e-mail: *elisabeth.bilyeu@langley.af.mil* or *sheila.chewing@langley.af.mil*.

In addition to publication development, ALSA has recently addressed some organizational issues as described below:

- As a non-controlled joint agency, ALSA participated, along with several other agencies, in the redesign of the joint community. The mission of select joint agencies was reviewed to determine if realignment was appropriate and, if appropriate, how should the realignment be structured. In ALSA's case, it was determined to make no change in the current method of control, which has ALSA working for the general/flag officers who direct the Service doctrine centers.
- ALSA's Joint Actions Steering Committee, ALSA's governing body, has two new members—RADM Bernard Smith, USN and Maj Gen Timothy Kinnan, USAF. We also integrated three new officers at ALSA to replace departing veterans. Maj R. G. McManus (USAF, B-52), LTC Elisabeth Bilyeu (USA, MI), and CDR Jim Woodard (USN, P-3) arrived this past summer and are already involved in the development of key projects.

ALSA wants to respond to the needs of those airmen, marines, soldiers, and sailors who have warfighting interoperability issues. We are always receptive to new projects that may help solve these issues. If you feel that you have identified an area that needs published information, contact ALSA through e-mail or telephone using the contact data provided on page 19. Check out our Home Page at <http://www.dtic.mil/alsa>.

USSOCOM (SOOP-JD)

By LTC Pete Stuart, USA, Director

During July 1998, the United States Special Operations Command (USSOCOM) transferred responsibilities for joint doctrine development from the Joint Special Operations Forces Institute at Fort Bragg, NC to USSOCOM HQ at MacDill AFB, FL. The new office symbol is SOOP-JD. Our new address and phone data is located on page 19.

SOOP-JD has accomplished several important initiatives in the last six months:

- As the USSOCOM designated primary and coordinating review authority for joint doctrine and JTTP development, we continue to promote the integration of special operations into joint and Service doctrine and training publications.
- JP 3-05.1, "JTTP for Joint Special Operations Task Force (JSOTF) Operations," is a new publication that was approved for development at the April 1998 JDWP. It will replace two existing publications, JP 3-05.3, "Joint Special Operations Operational Procedures," and JP 3-05.5, "Joint Special Operations Targeting and Mission Planning Procedures." This new publication will address all aspects of JSOTF operations to include integration of special operations forces' (SOF) capabilities into the joint campaign and coordination and deconfliction of SOF operations with other elements of the joint force. The program directive has been staffed and approved. The first draft will be distributed for review and comment during the 2nd Quarter of FY 99.
- JP 3-57, "Doctrine for Joint Civil-Military Operations (CMO)," is a new publication that was approved for development at the April 1998 JDWP. It will replace the existing JP 3-57, "Doctrine for Joint Civil Affairs." This publication will guide joint force commanders in the use of civil affairs assets and other specialized forces uniquely capable of contributing to the execution of CMO, refining CMO plans, and keeping US Government agencies informed of DOD capabilities to support US objectives through carefully planned and executed CMO. It will also address the need for and organization of the joint civil-military operations task force and the civil-military operations center.



JOINT TASK FORCE STAFF INFORMATION MANAGEMENT

By LTC Bruce Childress, USA, USACOM JW140

"There is far too much paper in circulation in the Army, and no one can read even half of it intelligently."

Montgomery of Alamein: Memoirs, 1958

Information management is a complex undertaking and a significant challenge for the commander joint task force (CJTF) and his staff. Several factors influence the challenge of information management. This article offers an executive summary of numerous problems discovered by JTFs along with potential methods to resolve them. Recent USACOM exercises highlighted the following topics:

- A single staff information manager cannot handle the total requirement.
- The enormous volume of data delivered by modern command, control, communications, computers, and intelligence (C4I) systems.
- The requirement for C4I systems interoperability.
- A lack of trained operators for fielded C4I systems.
- The requirement for interaction between the Joint Operations Center (JOC) and the Joint Intelligence Center/Joint Intelligence Support Element (JIC/JISE) to achieve a common picture of the battlespace.
- A lack of administrative software standardization.
- Request for information (RFI) management.
- The impact of computer viruses.

To address these challenges, or different aspects of the same challenge, the CJTF could form an Information Cell, from which the J2, J3, J4, and J6 (as a minimum) would oversee the development and execution of an information management plan.

C4I systems produce an enormous volume of data, so much that both the JTF staff and CJTF can be overwhelmed. Instead of enhancing the planning-decision-execution process, this glut of data and information can muddle and confuse it. The JTF staff must find ways to filter the data so important information quickly reaches the necessary recipient(s). One way is to identify the commander's

critical information requirements (CCIR) as discussed in JP 5-00.2 (final coordination version), "JTF Planning Guidance and Procedures." Another way is for the staff to define characteristics of information in different categories that must be forwarded to the next level. In a sense, these characteristics become staff-level critical information requirements.

C4I systems must be interoperable. This can be difficult, given the proliferation and variety of hardware and software, especially from Service to Service and component to component. Again, the JTF staff must consciously design an information architecture based on the JTF command and control (C2) structure and information requirements that permits the best flow of information from person to person, throughout the joint operations area. Generally, it is not a good idea to use an untested C4I system or version upgrade at the outset of an operation. New systems and upgrades create new, previously unknown problems. It's better to use existing systems, knowing the problems and workarounds.

Training C4I systems operators must be a continuous effort. When new or unfamiliar systems are placed with a staff or component for an operation or exercise, trained operators should accompany them. In the case of newly fielded systems, surge training may be necessary to ensure the C4I systems' readiness.

Interaction between the JOC and the JIC/JISE is essential to establish a common (and accurate) view of the battlespace. The JTF members need information from both staff elements and both need each other's information to function properly. Simple adjacency of the JOC and JIC/JISE may not be sufficient. In a recent exercise, this challenge was successfully met by exchanging liaison officers. The liaison officers' primary function was to ensure that their sending element had the latest and most accurate information available from the receiving element, and vice versa. This method ensured that both the JOC and JIC/JISE shared a common and accurate view of the battlespace.

Standardization of administrative software facilitates the exchange of information between staffs. As different Service organizations and members form the joint force, they bring their standard administrative software to use for preparation of briefings, messages, and reports. If this information is transmitted to an JTF organization or member using different software, obvious difficulties occur in reformatting and translation. Identification of the adopted administrative software should be part of the information management plan.

During crisis-action planning, there will be a large volume of RFIs. The most efficient method to get a request answered is to go to the staff section most likely to provide the answer. It is key that both parties establish RFI logs to monitor progress in sending and receiving

responses. Although this method avoids the central agency bottleneck, it may also isolate information from key decision-makers. Establishment of information requirements by each JTF functional area will contribute the most in preventing this isolation.

Some considerations/recommendations are:

- Information management is the responsibility of all JTF members.
- JTF staff directors should appoint an information manager responsible for establishing information standards, procedures, and protocols, etc.
- Only essential information should be presented to key decisionmakers. The notion of "complete staff work" is even more important in the information age.
- The C4I systems architecture should be designed to permit the best flow of relevant information. C4I systems architecture planners need to carefully examine information exchange requirements and C2 structures to design an architecture with the best chance of getting information when and where it is needed.
- Information requirements are determined for each process the JTF engages in. These "filter" all available information. Information requirements should be continually assessed for trends and a necessity to change the existing process.
- Training of system operators must be a continuous effort prior to arrival in the joint operations area.
- The JOC and JIC/JISE are the two key organizations involved in JTF information management. They should be co-located and mutually supportive.
- Standardized administrative (i.e., word-processing, graphics, net communications) software is needed to minimize unnecessary interoperability problems.
- Effective RFI management requires prioritization, not simply sequential tracking.
- A common misconception is that the J-6 is responsible for information management. Not so! Information users are responsible for information management. Information users define the requirements, and J-6 provides the system (s) to support the requirements. Information users define what they need to know; when they need to know it; and where they need it.



JOINT CENTER FOR LESSONS LEARNED (JCLL) UPDATE

By Mr. Colin D. Claus, Military Analyst, JCLL

The JCLL continues to grow in size and capability. Counting the arrival of our latest analyst in May, we now have nine members on the team. Along with the Joint Warfighting Center (JWFC) being reorganized under USACOM, the JCLL has transferred from the JWFC's Concepts Division to the Training and Exercises Division.

The JCLL has acquired two SECRET Internet Protocol Router Network (SIPRNET) work stations and an accompanying World Wide Web (WWW) server (go to <http://www.jcll.jwfc.acom.smil.mil>) to expand our services to the joint community. Full SIPRNET operational capability was achieved during August, which allowed development of the SIPRNET site and enabled the JCLL to place the current Joint Universal Lessons Learned System (JULLS) database on-line. Now users will be able to perform searches and obtain information on demand. Introductory instructions for assisting the user will allow for quick and efficient use of the JULLS database. The current JULLS database version on the SIPRNET has the added feature of all lessons learned linked to a Universal Joint Task List (UJTL) task(s). A sister Internet site is located on the Unclassified but Sensitive Internet Protocol Router Network (NIPRNET) at www.jwfc.js.mil/PAGES/Jcll.htm.

One feature both sites have in common is that you can read any of the JCLL Bulletins at the click of the mouse. The Summer 1998 JCLL Bulletin is available on the WWW and hard copies have been mailed to the readers. The Fall 1998 issue is in work and will be posted on the WWW and distributed during December 1998.

The search continues for software that will support future lessons learned collection and observations. The Joint Collection Observation Management System (JCOMS) is presently under co-development by JCLL and the Center for Army Lessons Learned. A stand-alone version of JCOMS (4.0) is expected to be available this fall. JCOMS 4.0 will not replace the JULLS version 6.22, but rather expands the scope of collection and observation management for the JCOMS user. This will allow for the user to design a collection plan for any exercise or operation.

The JCLL also has completed a study regarding the level of assistance it will provide for JWFC full package support to joint exercises. Analysts were assigned to four exercises to explore different methodologies and determine how to maximize efficiency in providing the best and most comprehensive draft joint after-action report (JAAR) for the joint force commander (JFC). A proposal is in review and awaiting approval. If approved, JCLL analysts may participate in the production of draft exercise JAARs for JFCs. Participation in exercises also will allow the analysts to work with those lessons learned action officers responsible for the submission of joint after-action reports for exercise and operations.

TERMINOLOGY

By Mr. Tom Barrows, USACOM JWFC, Doctrine Support Group

"We must remember that in time of war what is said on the enemy's side of the front is always propaganda, and what is said on our side of the front is truth and righteousness, the cause of humanity, and a crusade for peace."

Walter Lippmann

Walter Lippmann was never afforded the opportunity to read JP 3-13, "Joint Doctrine for Information Operations." Likewise, he never read our JPs about psychological operations, military deception, operations security, public affairs, and civil affairs. Nonetheless, Mr. Lippmann had a firm grasp of the importance information (and the words used to relay and relate that information) plays in time of war. We can rightly and justly extrapolate Mr. Lippmann's observation to include today's military operations other than war (or MOOTW). In an era of ever increasing conflicts that decry the use of conventional military means, words (or terminology) have never played a more prominent role.

Information operations, defined as "actions taken to affect adversary information and information systems while defending one's own information and information systems," may constitute the major focus of many future military actions. Such operations, which may be offensive or defensive, already play a major role in today's joint training, operations, and exercises. Operation plans call for specific information operations-related annexes and appendices. The advent of information operations, some of which have been around for many years, requires both military and civilian understanding of a rapidly emerging lexicon. Terms such as "information assurance," "information-based processes," "information environment," "information infrastructure," "information security," "information superiority," "information system," and "leveraging," to name just a few, all have specific meanings carefully crafted to ensure we communicate succinctly and accurately. As military planners and operators (and those who support these warfighters), we must continue to make an extra effort to learn the exact meanings of these terms and to always use them in the proper context.

As a related issue, note that defensive information operations are an integral part of overall force protection. Force protection is now defined as a "security program designed to protect Service members, civilian employees, family members, facilities, and equipment, in all locations

and situations, accomplished through planned and integrated application of combatting terrorism, physical security, operations security, personal protective services, and supported by intelligence, counterintelligence, and other security programs." This definition was recently approved by JP 3-07.2, "Joint Tactics, Techniques, and Procedures for Antiterrorism." Note that several of the elements of force protection, such as "combatting terrorism," "counterintelligence," and "operations security," also have specific DOD-approved definitions.

Finally, we must remember that the terms "information operations" and "information management" are related only by their first word. We have yet to define information management, although nearly everybody seems to know what *they* think it means. In addition, there is no approved joint guidance (doctrine or JTTP) for information management. What we can safely infer is that our offensive information operations seek to disrupt, among other things, an adversary's information management, while our defensive information operations seek to protect and defend, among other things, our information management. I promise to be among the first to report a DOD-approved definition of information management.

As always, I want to close by stressing the importance of our continued efforts to align our joint and Service terminology. We have made considerable progress in the past few years. A new annual crop of joint and Service action officers awaits the benefit of our terminology struggles and triumphs. Let's share our expertise that they may forge forward successfully in this most worthy cause. Fix bayonets and charge!!!!



ADDRESS UPDATES



The US Postal Service has revised the rules and regulations regarding address labels. If you have not received your own personal copy of [A Common Perspective](#), it may be because the address we have in our database is not in the correct format. Please check with your mailroom and provide us with the correct data so we can ensure proper delivery to you. The easiest way is to FAX us your old label page with pen and ink corrections indicated on the label. (We need the two numbers above the address line—one is the number of copies you get; the other is the database ID#.)

Thanks for your help.

FAX changes to: DSN 680-6552
COMM (757)726-6552

CJCS DIRECTIVES ON-LINE

Mr. Don Erickson, USACOM JWFC, Doctrine Support Group

The Joint Doctrine Division (JDD) of the J-7, Joint Staff continues to work with the Information Management Division of the Joint Staff and USACOM JWFC to convert all unclassified CJCS directives (CJCSI, CJCSM, CJCSN, and MOPs) into an electronic format for use on the CJCS Joint Doctrine Home Page (<http://www.dtic.mil/doctrine>) and the joint electronic library (JEL) CD-ROM. To date, over 85% of all the current directives have been converted and are available in an electronic format. The CJCS Joint Doctrine Home Page database will be updated monthly while the JEL CD-ROM will be updated each time a new version is published.

For security purposes, the directives have been divided into three categories; unlimited, limited, and restricted. Those in the "unlimited" category are available on the CJCS Joint Doctrine Home Page at and on the JEL CD-ROM. Those in the "limited" category are available on the CJCS Joint Doctrine Home Page, but only for those who have a ".gov" or ".mil" extension on their Internet address. The remaining few directives that are in the "restricted" category can be provided only with special approval from the Joint Staff office of primary responsibility.

Also available is a "document status report," produced by USACOM JWFC. This database provides a listing of all documents that have been deleted and which new document replaced it (e.g., CJCSMOP2, dated 26 September 1991 was superseded by CJCSI 2311.01, dated 3 August 1994). If you cannot locate the correct reference, check the status report to ensure you are working with current documents.

Should you have any questions about a current directive, its status, or if it is available in an electronic format, please call Mr. Don Erickson of USACOM JWFC at DSN 680-6524. Suggestions to improve this project and make it more useful to the joint community can be forwarded to CDR Mohr of J-7/JDD, Joint Staff at DSN 227-1046 or Maj Miller of USACOM JWFC at DSN 680-6406 or Mr. Don Erickson.



USACOM JWFC DISTRIBUTION OF JOINT PUBLICATIONS

The USACOM JWFC maintains a small inventory of JPs. As of 1 September 1998, the inventory included over 18,000 copies of 50 different color JPs plus approximately 700 black and white copies of 25 older approved JPs. The purpose of this small USACOM JWFC inventory and the inventories maintained by the Services is to be able to field printed JPs on short notice to those commands who require and request them. It took nearly three years to place these 50 color publications in our inventory and will take another two years to fill in some of the vacant shelf space with new and/or revised color JPs.

To keep the inventory "not too big" and "not too small," the USACOM JWFC works closely with the Joint Staff, J-7/JDD to track the approval process and make orderly distribution. The printed copies will always lag the electronic versions, which now can be found in three locations: (1) the Joint Electronic Library (JEL) on CD-ROM, (2) the JEL on the World Wide Web at <http://www.dtic.mil/doctrine>, and (3) the JWFC Electronic Library at <http://www.jwfc.js.mil/PAGES/jel1.htm>. The JEL on CD-ROM comes out approximately twice a year and contains all approved JPs as well as training modules and selected papers and Service publications.

USACOM JWFC "Dial-a-Pub" POCs

- CDR Dave Bentz, USN, Doctrine Division, at DSN 680-6449, Comm (757)726-6449, FAX extension 6552, or e-mail bentzd@jwfc.js.mil.
- Mr. Gary C. Wasson, Doctrine Support Group, at DSN 680-6522, Comm (757)726-6522, FAX extension 6540, or e-mail wassong@jwfc.js.mil.
- Mr. Dennis Fitzgerald, Doctrine Support Group, at DSN 680-6113, Comm (757)726-6113, FAX extension 6540, or e-mail fitzgera@jwfc.js.mil.

If contacting the USACOM JWFC, please provide the following information via FAX, letter, or e-mail:

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- At least one month prior to the distribution list due date for a new or revised JP, an e-mail is sent by the USACOM Joint Warfighting Center (JWFC) to Services and combatant command POCs. It provides the JP distribution status report and additional distribution requirements. A copy of the most recent message listing requirements can be found at:
<http://www.jwfc.js.mil/PAGES/jwfc1006.htm>.
- The Services, combatant commands, and the Joint Staff then gather user addresses and JP quantities, and provide distribution lists to the JWFC.
- The USACOM JWFC consolidates all lists, coordinates fiscal accounting, and provides the print copy and label mailing information to the printer.
- The printer mails the JPs. Publications are only mailed to the addresses consolidated by the USACOM JWFC.
- To get a label, identify your requirements to one of the 15 primary POCs: (1) Joint Staff, (2) USACOM JWFC, (3) USSOUTHCOM, (4) USEUCOM, (5) USPACOM, (6) USSPACECOM, (7) USSTRATCOM, (8) USCENTCOM, (9) USSOCOM, (10) USTRANSCOM, (11) US Navy (NAVDOCCOM), (12) US Army (DAMO-SSP), (13) US Air Force (AFDC/DJ), (14) US Marine Corps (MCCDC), and (15) US Coast Guard (HQ).

PART 2: PULL

- If you don't have the JP you need or not enough copies, contact the military Service publication center assigned administrative support responsibility or look in the appendix section of the joint pub for the following addresses:

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5801 Tabor Avenue
Philadelphia, PA 1920-5000

Coast Guard Headquarters, COMDT (G-OPD)
2100 2nd Street, SW
Washington, DC 20593-0001

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- If the Service publication center is unable to provide a JP, contact the Service or combatant command distribution POC for further information. These POCs are identified on pages 18 and 19 with a  symbol next to their name.
- If neither the Service publication center nor the distribution POC can help, the JWFC maintains a small stockage which is intended to be responsive to emergent requirements and may assist with this problem. "Dial-a-pub" POCs are listed on page 33.
- Contractor requests for JPs, including the JEL CD-ROM, only will be honored if submitted through their DOD sponsor.
- Private individuals will be referred to the Government Printing Office (GPO) order and inquiry service: (202) 512-1800 which has a list of publications for sale. Not all joint pubs are printed by GPO, but they do stock the Joint Electronic Library (JEL) CD-ROM at a cost of approximately \$14.00.

JEL

- The JEL CD-ROM is distributed like any JP as described above.
- The JEL on the World Wide Web can be found at "<http://www.dtic.mil/doctrine>" or "<http://www.jwfc.js.mil/PAGES/jel1.htm>" using your browser. It is updated routinely and contains all approved JPs which may be electronically downloaded (pdf format) for local distribution or read with Acrobat Reader (also available for download).

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